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ZEIT SPRACHEN

10
25

ENGLISH FOR YOUR WORK AND LIFE

Business Spotlight

Business Spotlight

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TARIFFS
Who benefits and why

ZOHRAN MAMDANI
New York's rising political star

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Why "dumbphones" are back

Are you emotionally intelligent?

How to optimize motivation, empathy and anger management at work

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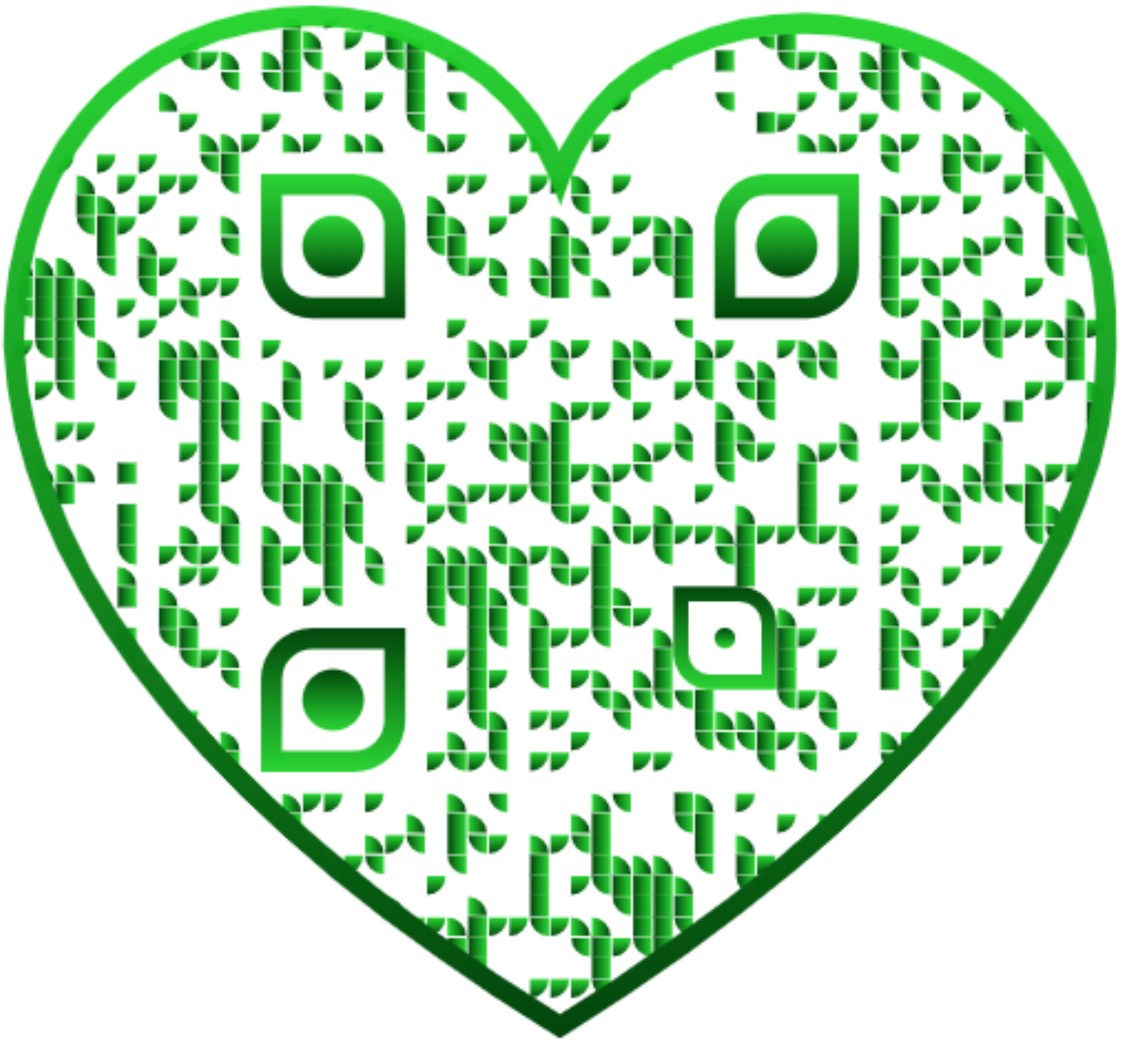

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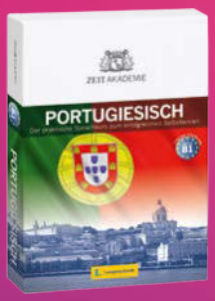

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Is smart intelligent?

How smart is smart? Is being smart necessarily a sign of intelligence?

In this issue, our cover story asks the question: Are you emotionally intelligent? Even people who are experts in their fields are not always empathetic, or they may have problems navigating the interactions with their colleagues. They are certainly smart if they fit the above description, but they lack emotional intelligence. Our skills expert gives you tips on how to train yourself in that department, and we give you a self-test, so you can see how you fare.

You can also read about a movement among Gen Z to go offline. One way they are doing this is by not using smartphones. Instead, they are choosing "dumbphones," which are not connected to the internet, in order to lead healthier lives, physically and mentally.

Finally, we have an article about the invention of a Chinese typewriter. (How does that work?, you may be asking yourself — I certainly did.) Invented in the 1940s, it is considered old technology today. But it was the smartest technology at the time and has lost nothing in ingenuity since.

issue ['ɪʃuː] ▸ Ausgabe

cover story ▸ Titelgeschichte

field ▸ (Fach-)Gebiet

fit sth. ▸ auf etw. passen

department ▸ *hier:* Bereich

fare ▸ *hier:* abschneiden

typewriter ▸ Schreibmaschine

consider sth. sth. ▸ etw. als etw. erachten

ingenuity [ˌɪndʒəˈnuːəti] ▸ Genialität

JUDITH GILBERT, EDITOR-IN-CHIEF
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Language in Business Spotlight
- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked. Articles in American English are marked "US".
- Glossaries use these abbreviations: *ifml.*: informal word or phrase; *vulg.*: vulgar word or phrase; *UK*: chiefly British usage; *US*: chiefly North American usage

E EASY	M MEDIUM	A ADVANCED
Approximately at CEF level A2	Approximately at CEF levels B1–B2	Approximately at CEF levels C1–C2

CEF: European Framework of Reference for Languages

How you do type Chinese?

MEDIUM

UNITED STATES · The Latin alphabet, the most widely used writing system, forms the basis of the standard keyboard. Chinese, however, is a logographic language — because each character is a meaningful unit in itself, more like a word than a letter of the alphabet. This makes logographic languages very difficult to type.

For decades, inventors tried to build a typewriter that could type thousands of characters but was also practical to use and small enough to fit on a desk.

The typewriter pictured here is called the MingKwai, which means "clear and fast." It was invented in the 1940s in New York City by the Chinese-born linguist Lin Yutang. Only one prototype was ever built. Rather than printing what's typed directly, the MingKwai searches for characters. The user first types two different brush strokes and can then choose from up to eight characters with that combination.

Sadly, during a demonstration for the U.S. firm Remington, the machine broke down. Lin went bankrupt, and the MingKwai disappeared and was lost for more than 50 years, until it was found in a New York basement, in January 2025. It now has a new home, at Stanford University, in California.

Today, when Chinese speakers use messaging services, such as WeChat, they type a phonetic transcription of Mandarin, called pinyin. The software then presents the possible characters, and the user just needs to select the correct one.

For many, even this process is too slow. That's why Chinese people like to send each other voice messages, as these are much faster than typing.

standard keyboard ► Standardtastatur

character ► *hier*: Schriftzeichen

typewriter ► Schreibmaschine

brush stroke ► Pinselstrich

break down ► aufhören zu funktionieren

basement ► Keller

phonetic transcription ► Lautschrift

Foto: CHRISTIE HEMM KLOK/Redux/laif

PROFILE

So Stella

ADVANCED AUDIO ÜBUNGSHEFT

Some children of celebrities walk in their parents' footsteps, but not Stella McCartney. Rather than follow her father, ex-Beatle Sir Paul McCartney, into music, or try photography, her mother's profession, Stella was drawn to the world of fashion. After working at the French fashion company Christian Lacroix and doing an internship at British *Vogue*, she studied fashion at London's Central Saint Martin's College of Art and Design.

At age 25, McCartney took over from Karl Lagerfeld as creative director at Chloé, and revitalized the French luxury brand. She designed a wedding dress for Madonna, and outfits for actors Gwyneth Paltrow and Liv Tyler. She also created the uniforms worn by the British athletes at the 2012 London Olympics.

In 2001, McCartney launched her eponymous brand through a joint venture with the traditional fashion house Gucci. A lifelong vegetarian, she even got the Italians to agree to her no-fur and no-leather rules. And she wants to go much further in making fashion sustainable. Her new range of trainers, called S-Wave, are compostable — even the soles are made of biodegradable plastic. Anna Wintour, editor-in-chief of *Vogue*, told TIME magazine: "It was impossible for fashion to think of luxury and sustainability in the same breath before Stella changed that."

internship ['ɪntɜːnʃɪp]
➨ Praktikum

revitalize sth.
➨ etw. neues Leben einhauchen

eponymous [ɪ'pɒnɪməs]
➨ gleichnamig

sustainable
➨ nachhaltig

trainers (UK)
➨ Turnschuhe

compostable
➨ kompostierbar

sole
➨ Sohle

bio-degradable
[ˌbaɪəʊ dɪ'greɪdəbᵊl]
➨ biologisch abbaubar

editor-in-chief
➨ Chefredakteur(in)

in the same breath
➨ im selben Atemzug

"The fossil fuel polluters are the ones who are panicking"

AL GORE, 77, American businessman, environmentalist and former US vice president, thinks not even Trump can stop the change to clean energy

fossil fuel ['fjuːsəl]
➨ fossiler Brennstoff

polluter [pə'luːtə]
➨ Umweltverschmutzer(in)

environmentalist
➨ Umweltschützer(in)

Comparison

GROWING UP ON TWO WHEELS

US children aged 7–17 who rode a bike six or more times per year

1990s: **20.5 million**

2023: **10.9 million**

Riding a bike is good not only for kids' health, balance and coordination, but also for their independence and decision-making competencies, which have consequences later in life. The number of American kids who do this activity has fallen dramatically.

Source: *The Atlantic*

Fotos: Getty Images; Shutterstock.com; picture alliance/Anadolu

MILITARY

Danger in the ground

MEDIUM AUDIO

War zones are obviously risky places, but unexploded ordnance (UXO) makes them dangerous to civilians even long after the fighting has stopped. The North Atlantic Treaty Organization (NATO) estimates that there are 110 million landmines spread across almost 70 countries and territories.

In reality, the number could be even higher. Landmines are very cheap to make, costing between $3 and $75 each. Removing them safely, however, can cost up to $1,000 for each one. The threat that landmines pose to human life is indiscriminate. They also can remain hidden below the ground for years and make valuable land unavailable.

Since the Russian invasion, Ukraine has become the world's most heavily mined country — it's believed that landmines can be found across 30 per cent of its territory. The problems caused by landmines are likely to get worse. European countries that share a border with Russia, including Finland, Poland and Ukraine, are leaving the 1997 Ottawa Convention, in which 165 countries agreed not to use anti-personnel mines. They say the threat from Russia is forcing them to take this step.

unexploded ordnance ➨ Blindgänger

pose sth. ➨ etw. darstellen

indiscriminate [ˌɪndɪˈskrɪmɪnət] ➨ wahllos, willkürlich; *hier auch*: unberechenbar

mined ➨ *hier*: vermint

border ➨ Grenze

anti-personnel mine ➨ Antipersonenmine, Schützenabwehrmine

LOTTERIES

Do you feel lucky?

EASY US AUDIO

What happens when ordinary people become superrich overnight? The biggest U.S. lottery jackpot of all time was just over $2 billion, won by a man from California in 2022. Huge jackpots have become more common recently, but the chances of winning one have gotten worse. Of course, many people don't let that stop them trying.

The reality of a lottery win isn't what most people expect. Jackpot winners can usually choose between a (much smaller) cash payout or letting the organizers invest the money in an annuity that's paid over a period of about 30 years. The "jackpot" that's advertised is actually the accumulated sum of those payments, and higher interest rates have made bigger numbers possible.

Other changes have also increased jackpots. Ticket prices in the U.S. have gone up, and the pool of potential buyers has grown — all but five states currently allow lotteries. Finally, the lottery companies have made it harder to win. This allows jackpots to grow significantly, which helps to sell more tickets.

billion ➨ Milliarde(n)

annuity [əˈnuːəti] ➨ jährliche Zahlung

interest rate ➨ Zinssatz

cash payout ➨ Bargeldauszahlung

accumulate ➨ sich ansammeln, sich häufen

but ➨ *hier*: außer

HENRY

This word comes from the phrase "high earner, not rich yet". Many British Henrys are unhappy, because when a person's yearly income rises above £100,000, many tax and other financial benefits stop. In some cases, people actually have less money than they did before.

Do lava lamps really protect the internet?

Computers work logically, but to create effective encryption keys, they need random data. The lava inside a lava lamp makes completely unpredictable shapes. The US IT company Cloudflare takes regular photographs of about 100 lava lamps. These images are uploaded to the company's servers and converted into a series of random numbers that form the basis of secure encryption keys.

15,000

lawyers, doctors and accountants in Singapore are going to be trained in the use of artificial intelligence. Josephine Teo, the country's Minister for Digital Development and Information, told *Fortune* that these people would become early adopters and teach others how to use AI effectively.

Online privacy

A 2025 survey shows that 64% of adults in Germany rarely or never read privacy policies before agreeing to them.

Which of the following statements do you agree with?

- Privacy policies are too complicated: **52.4%**
- I often accept all cookies on websites: **37.5%**
- Privacy banners on websites are annoying: **27.7%**

Source: eco – Association of the Internet Industry

30 years of eBay

The global online marketplace eBay was founded 30 years ago, in San Jose, California. The first thing sold on the site, which, at the time, was known as Auction Web, was a broken laser pointer, offered by the company's founder, Pierre Omidyar. It sold for $14.83.

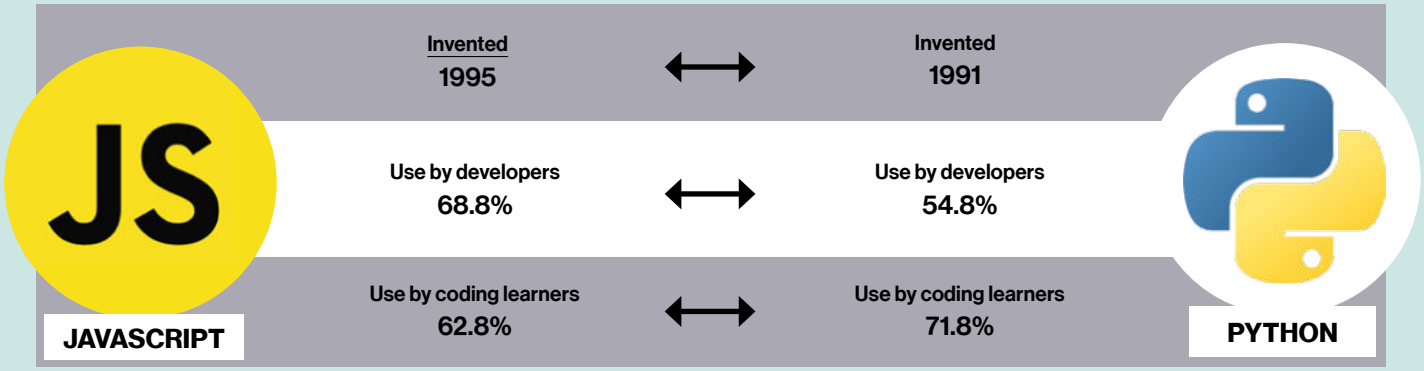
Today, eBay has
- 134 million active buyers worldwide.
- 2.4 billion listings.
- $2.6 billion of revenue (2024).

encryption key [ɪn'krɪpʃən] ➔ Verschlüsselungscode
random ➔ zufällig, willkürlich
unpredictable ➔ unberechenbar, unvorhersehbar
lawyer ['lɔːjə] ➔ Anwalt/Anwältin
accountant ➔ Buchhalter(in)
early adopter ➔ Early Adopter (frühzeitige(r) Anwender(in))
survey ['sɜːveɪ] ➔ Umfrage
privacy policy ['prɪvəsi] ➔ Datenschutzerklärung
banner ➔ *hier:* Hinweis
annoying ➔ nervig
found sth. ➔ etw. gründen
billion ➔ Milliarde(n)
listing ➔ Eintrag; *hier:* Anzeige, Inserat
revenue ['revənjuː] ➔ Umsatz, Einnahmen

The rivals

challenge sth. ➔ *hier:* etw. streitig machen
invent sth. ➔ etw. erfinden; *hier:* entwickeln

AI is changing programming. Python is one of several languages that are good for machine learning and AI. Many experts think they will challenge the dominant position of languages such as Java and JavaScript.



Fotos: dr

Source: Stack Overflow; 2025

FINTECH

App assistants

MEDIUM AUDIO

Many people find it hard to keep track of their money. Survey data shows that around a quarter of British adults have low confidence in managing their finances. Now, a growing number of AI services want to put a personal financial adviser in everyone's pocket.

AI-powered budgeting apps can track income and spending across multiple accounts, including credit cards, and suggest ways to reach a monthly savings goal, for example. But they can potentially do much more. Fabian Stephany, an AI researcher at the Oxford Internet Institute, told the *Financial Times*: "It could also compare you with

your peers in a similar financial situation, and tell you if you're spending much more..."

AI is already used for investments, but a high level of personalization makes it capable of managing individual budgets, too. The California-based app wallet.AI, for example, can identify behaviour that may cause higher costs. With Bluetooth and location data, the app knows when, where — and even with whom — you are likely to spend too much.

keep track of sth. ➔ den Überblick über etw. behalten

survey ['sɜːveɪ] ➔ Umfrage

powered ➔ *hier:* gestützt

peer ➔ (Fach-)Kolleg(in)

capable: make sb. ~ of doing sth. ['keɪpəbəl] ➔ jmdn. zu etw. in die Lage versetzen

Dendra Systems uses drones to drop the right seeds in the right place

ROBOTICS

Regreen the world

MEDIUM AUDIO

Dr Susan Graham wants to plant 500 billion trees by 2060. To do so, some clever technology is required. Graham is a co-founder of the UK start-up Dendra Systems, which uses drones to restore ecosystems from the air.

Advanced robotics can help to regreen habitats on a global scale. Known as "sky tractors", the drones can plant trees 150 times faster than traditional methods — a swarm of them can plant hundreds of thousands of trees in a day. Dendra wants to restore up to two billion hectares of land around the world.

Along with speed, accuracy of planting is also very important. "We're able to combine the right species, at the right location," Graham told the World Economic Forum. "Upload that [information] into the drone, and it just follows that path and plants those trees where they're needed."

billion ➔ Milliarde(n)

co-founder ➔ Mitgründer(in)

restore sth. ➔ etw. wiederherstellen

regreen sth. ➔ etw. wieder begrünen

on a global scale ➔ weltweit

swarm [swɔːm] ➔ Schwarm

accuracy ['ækjərəsi] ➔ Genauigkeit

Fotos: Shutterstock.com; wwf/Dendra

E 26 St

Zohran Mamdani

A progressive vision for New York

Mit kontroversen Ideen bringt Zohran Mamdani nicht nur US-Präsident Trump gegen sich auf. Wer ist der Demokrat, der New Yorks Bürgermeister werden will?

Von RACHEL PREECE

MEDIUM US

In late June 2025, Zohran Mamdani became the Democratic Party's candidate for New York City mayor. The young politician — he's was born in 1991 — beat former New York Governor Andrew Cuomo in a surprise win. This has made Mamdani a household name in the U.S., partly thanks to celebrity supporters, including well-known Democrats Bernie Sanders and Alexandria Ocasio-Cortez, as well as a grassroots campaign and a strong social media presence.

While New York's mayoral race, which takes place in November 2025, is technically a local election, it could influence national politics and the Democratic Party's strategy for the next presidential election. Clearly, President Trump knows this and has threatened to arrest Mamdani if he wins and prevents deportations of immigrants. Trump has even talked of a federal takeover of the city if "a communist" is elected and threatened to strip Mamdani of his U.S. citizenship, which he got in 2018.

A fairer city?

Why is Mamdani such a threat to Trump and the Republican Party? "Every politician says New York is the greatest city on the globe," Mamdani said in his first campaign ad. "But what good is that if no one can afford to live here?" Aiming to make New York more affordable, Mamdani has said he would raise city taxes on corporations and the wealthiest residents. He wants to make city buses free. Mamdani himself doesn't own a car. He also plans to freeze rents, strengthen sanctuary laws for immigrants and make childcare free for children under five.

One of his more controversial opinions is on the war in Gaza. Mamdani has accused Israel's government of apartheid and genocide in Gaza. "Like all nations, I believe it has a right to exist and a responsibility also to uphold international law," he commented on *The Late Show* with Stephen Colbert.

Mamdani's organizational skills have led to several firsts. He cofounded his high school's first cricket team and, later, a Students for Justice in Palestine chapter at Bowdoin College, in Maine, where he got a degree in Africana Studies. Many people like Mamdani's global outlook. He posted a campaign video in Urdu, and another in Spanish.

Both of Mamdani's parents studied at Harvard. His mother, Mira Nair, is a well-known film director. His father is a professor of anthropology at Columbia. And Mamdani is married to the Syrian-American artist Rama Duwaji. While he's been the victim of Islamophobia, Mamdani has the support of many New Yorkers, including its South Asian and Muslim communities, as well as young, left-leaning Democrats and others who want a change in American politics.

mayor ['meɪər] ➔ Bürgermeister(in)

household name: be a ~ ➔ allgemein bekannt sein

mayoral race ['meɪərəl] ➔ Wahlkampf um das Bürgermeisteramt

federal takeover ➔ Übernahme durch den Bund

strip sb. of sth. ➔ jmdm. etw. nehmen, aberkennen

ad(vertisement) ➔ Werbung, Anzeige

freeze rents ➔ Mietpreise einfrieren

sanctuary ['sæŋktʃueri] ➔ *hier:* Asyl, Zuflucht

controversial ➔ umstritten

accuse sb. of sth. ➔ jmdn. einer Sache beschuldigen

first ➔ *hier:* Novum

cofound sth. ➔ etw. mitbegründen

chapter ➔ *hier:* Ortsgruppe, Ortsverband

degree ➔ *hier:* Abschluss

outlook ➔ Ausblick, Perspektive

film director ➔ Filmregisseur(in)

victim ➔ Opfer

left-leaning ➔ nach links tendierend, linksgerichtet

Foto: Alamy Stock Photo

Professor Lucy Easthope

Dealing with disaster

Lucy Easthope hat schon viele Katastrophen gesehen. Die britische Expertin weiß, was im Ernstfall zu tun ist und wie man helfen kann.

Von SARAH EVANS

MEDIUM ÜBUNGSHEFT

> "I have seen disasters over and over again"

When things go wrong, it's good to have someone with a cool head who can make the right decisions. Professor Lucy Easthope is Britain's go-to person when disaster strikes. She has advised on what to do during numerous disasters, including the 2004 tsunami in Asia, the 9/11 terrorist attacks and the 2017 fire in London's Grenfell Tower, in which 72 people died. Easthope also advised on the Covid-19 pandemic and the war in Ukraine, but until her memoir, *When the Dust Settles*, was published, in 2022, she was relatively unknown even in the UK.

Her job involves preparing for disasters as well as supporting the recovery, dealing with victims and their families, and managing the trauma of disasters. "Police and local responders might only see a major incident … once in their career," Easthope wrote in *The Guardian*. "I have seen them over and over again: nuclear incidents, chemical attacks, pandemics, food shortages, fuel shortages, train and plane crashes, volcanoes and tsunamis."

Easthope's memoir is not easy reading. It describes the smell of a mass mortuary, the stress suffered by emergency responders, and lists personal items left behind by the victims. As book critics have pointed out, such descriptions may be ghoulish, but they cause people to stop and think about how the treatment of the disaster dead might make the suffering of victims' families worse.

Helping to heal

Easthope's parents were both teachers. Born in Liverpool in 1978, she says her interest in her career began when she was ten years old and watched news reports of the Hillsborough disaster, in which 97 people died in a crowd crush in a football stadium in 1989. Some of her own classmates were at the match that day. "Why is no one helping?" she asked her father.

After studying law at university, Easthope worked as a TV researcher, but already knew she wanted to work in disaster relief. "Things like *Big Brother* were new then, and everybody was trying to get roles on that," she told the BBC. "I was saving up to go to disaster conferences." In the evenings, she studied for a master's in disaster management.

Today, Easthope lives in Shropshire, in the west of England, with her husband and two children, and works as a visiting research fellow at the University of Bath. Anyone who deals with such highly traumatic events professionally needs a grounded private and family life to act as a counterweight. However, Easthope says that going home from a disaster site is very difficult. "The hardest thing has always been separating, coming away from that, and having to reintegrate into society and walk in through the front door," she explains. "Home can seem a very strange place; it's often not the disasters that seem strange to me."

strike ▸ *hier:* zuschlagen
victim ▸ Opfer, Betroffene(r)
responder ▸ *hier:* (Erst-)Helfer(in)
incident ▸ Vorfall
shortage ▸ Knappheit, Mangel
fuel ['fjuːəl] ▸ Brennstoff, Kraftstoff
mortuary ['mɔːtʃuəri] ▸ Leichenhalle
item ['aɪtəm] ▸ Gegenstand, Artikel
ghoulish ['guːlɪʃ] ▸ makaber, grauenhaft
relief ▸ *hier:* Hilfe
research fellow ▸ wissenschaftliche(r) Mitarbeiter(in)
grounded ▸ geerdet
counterweight ▸ Gegengewicht; *hier:* Ausgleich
site ▸ *hier:* Ort, Schauplatz
front door ▸ Haustür

Foto: ddp/eyevine

HEAD-TO-HEAD

Should people be paid to have babies?

Sinkende Geburtenraten gelten als schlecht für die Wirtschaft. Die einen fordern deshalb staatliche Bonuszahlungen für Eltern; andere setzen hingegen auf mehr Zuwanderung.

Interviews: TALITHA LINEHAN

ADVANCED US AUDIO ÜBUNGSHEFT

YES "Women have fewer babies than they say they want to have"

I'm in favor of a baby bonus. It should be a one-off payment that comes as close to the birth as possible. In countries that have introduced such payments, you see people having children earlier. If you get to have a baby earlier, you get more years that overlap with your child's and potential grandchild's, and a better chance of having a second or third child if you want.

In the U.S., our birth rate is below the replacement level, which is a problem for the economy. There's also a birth rate gap, in that American women have fewer babies than they say they want to have. I don't think we need to worry that, by introducing a baby bonus, we're coercing people into having babies they don't want. We know there is a pent-up desire for babies, and we're not building a strong and healthy nation if people aren't getting to have the families they want.

As an individual, I encourage people to have more babies. I don't think that's the government's role. I think the government should realize that the falling birth rate indicates a lack of hope about the future. The solution isn't to coerce people to have more babies. It's to think about what can restore that sense of hope.

We're not dealing with overpopulation. I think it's really good to be clear about that. We're almost at the peak in global birth rates, which are expected to decline rapidly. You can have environmental concerns about humans' impact on the world, but I think it's better to think about how we can have a good standard of living and live in harmony with our natural environment, than to think about humans as being fundamentally bad for the planet.

favor: be in ~ of sth.
► etw. befürworten

one-off payment
► einmalige Zahlung

replacement level
► Reproduktionsniveau

gap ► Lücke, Differenz, Diskrepanz

in that
► *hier:* insofern als

coerce sb. into doing sth. ['kəʊɜːrs]
► jmdn. drängen, etw. zu tun

pent-up
► angestaut, aufgestaut

indicate sth.
► auf etw. hindeuten, für etw. ein Anzeichen sein

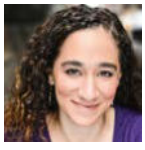
restore sth.
► etw. wiederherstellen

peak
► Gipfel; *hier:* Höchstwert

decline
► sinken, zurückgehen

policy analyst
► Politikanalytiker(in)

think tank
► Denkfabrik



LEAH SARGEANT is a senior policy analyst in family economic security at the Niskanen Center, a think tank based in Washington, D.C.

NO "Having children goes way beyond needing a small cash bonus"

It's none of the government's business how many babies people have. We should definitely be supporting families with children. We just shouldn't be doing it to get them to have more children. The goal of the policy should never be to increase birth rates.

Having children goes way beyond needing a small cash bonus. It's an open-ended commitment, and you don't know how it will turn out or what it will demand of you. In modern society, women especially have more choice over how to organize their lives. The falling birth rate has been a tremendous boon for society, especially for women and gender equality.

Paying people to have babies never works to increase birth rates, and it's just the wrong way to go about it. When you're worried about the economic cost of low birth rates, you're saying you don't have enough workers to generate income to take care of the children and old people. You need more workers. Well, producing babies is a really slow and expensive way to produce workers. They are useless for 20 or 25 years and cost a fortune.

Instead of trying to increase birth rates, governments should bring in more immigrants. We currently project the peak of the world's population toward the end of this century, followed by a decline. That's unprecedented in global history. So, we do have to learn to live with an older society and a slowing growth rate. And we do this by using immigration to manage the transition, and then, making some hard choices about how we structure society in the future.

way
► *hier:* erheblich, weit

open-ended
► zeitlich unbegrenzt

turn out
► werden, ausgehen

tremendous boon
► wahrer Segen

gender equality
► Gleichberechtigung der Geschlechter

go about sth.
► etw. angehen, anpacken

fortune ['fɔːrtʃən]
► *hier:* Vermögen

project sth.
► *hier:* etw. prognostizieren

peak
► Gipfel; *hier:* Höchstwert

decline
► Rückgang

unprecedented [ʌn'presədentəd]
► noch nie da gewesen, beispiellos

slowing
► *hier:* nachlassend

transition
► Wandel, Übergang

choice: make a hard ~
► eine schwere Entscheidung treffen

PHILIP COHEN is a sociology professor and a demographer at the University of Maryland

Fotos: J. Anthony / Stocksy United; privat

Everyone's talking about tariffs

Zölle bestimmen neuerdings die Weltpolitik. Sie können die eigene Industrie schützen – aber verhindern Innovation und treffen besonders ärmere Menschen.

Von RICHARD MOTE

ADVANCED US

Chinese electric vehicles are tariffed in the E.U., U.S. and Canada

There's nothing really new about tariffs. Essentially a tax on imports, tariffs have existed for centuries. The Roman Empire imposed a 25 percent tariff, known as a "tetarte," on nearly all imported goods. Britain's Corn Laws included tariffs that protected local producers from foreign competition during the first half of the 19th century.

However, the decades after 1970 were a time of globalization and growing international trade. Measured by weight, global seaborne trade grew more than 320 percent from 1970 to 2021. While they've never gone away, tariffs, at least among rich countries, were historically low. Recently, they've been back in the news. But why are tariffs suddenly so important again? And what impact do they have on businesses and consumers?

What are tariffs?

Alex Durante is a senior economist at the Tax Foundation, a think tank based in Washington, D.C. "A tariff is simply a tax on imports, paid by the importer when the good arrives through customs," he told *Business Spotlight*. "In the U.S., the revenue is collected by Customs and Border Protection and is remitted to the Treasury."

tariff ['tærɪf] ➨ Zoll

impose sth. ➨ *hier:* etw. erheben, verhängen

Corn Laws ➨ Getreidegesetze

seaborne trade ➨ Seehandel

think tank ➨ Denkfabrik

customs ➨ Zoll(stelle)

revenue ['revənju:] ➨ Einnahme(n)

collect sth. ➨ *hier:* etw. kassieren, einziehen

Customs and Border Protection ➨ Zoll- und Grenzschutzbehörde

remit sth. ➨ etw. überweisen

Treasury ['treʒəri] ➨ Finanzministerium

Foto: iStock.com

Taxation is the primary way governments raise revenue. Tariffs do this, too, to some extent. However, Durante explains: "I don't think the point of tariffs is to raise revenue. The point of tariffs is to discriminate against foreign imports." The current U.S. tariffs, he says, are designed to get Americans to purchase fewer goods from abroad and more from domestic suppliers. "The expectation is that that will support the U.S. economy, specifically, the manufacturing sector."

Who benefits? Who pays?

Tariffs are generally used to protect certain domestic industries from foreign competition. The E.U. currently has tariffs on Chinese electric vehicles (EVs), for example. The argument for the tariffs is that China's state subsidies created an unfair competitive advantage, allowing Chinese manufacturers to undercut local producers. In theory, the tariffs give European manufacturers time to adapt and bring their costs down to a competitive level.

On the other hand, the danger is that protectionist measures reduce the incentive to innovate and use resources efficiently. And once something has been given, it's often very hard to take it away. "The industry is going to heavily lobby to keep that policy in place," Durante says.

In April 2025, U.S. President Trump announced the highest tariffs in America since the 1930s on a wide range of goods. This is difficult for countries that depend on exporting to the world's largest economy, but it causes problems for U.S. companies, too. While domestic industries may support tariffs on some goods, in other cases, the tariffs are bad news.

This is especially likely with tariffs on raw materials — Durante highlights the example of steel and aluminum, as these are inputs needed to make many other products. "The refineries and smelters in the U.S. like these tariffs because they'll discourage businesses from purchasing from competitors abroad," he explains. "But compare that with how many businesses use aluminum in production. On net, the tariffs will make most manufacturers in the U.S. worse off."

This means the net effect of certain tariffs on the economy may be negative — as production and employment might be lower. However, there's a further potential problem. Countries whose goods are tariffed usually retaliate by imposing reciprocal tariffs. After Europe's EV tariffs, for example, China placed tariffs of up to 39 percent on imports of brandy from the E.U. In this way, trade barriers can be used as leverage in a trade dispute but, in extreme cases, things can escalate into a trade war.

Are consumers the losers?

If tariffs keep cheaper imports out of the market, they can protect local businesses and jobs, but the cost is often higher prices and less choice for consumers. Import businesses pay the tariffs initially. How much of that extra cost gets passed on to customers varies a lot.

While everyone is affected by tariffs in some way, those effects are not shared equally. Tariffs usually apply primarily to goods, not services (although some services rely on manufacturing inputs). Low-income earners spend a larger part of their total income on things they need. "If you are a lower-income household, you are spending much more, as a share of your income, on shoes for your kids, food, things like that," Martha Gimbel, executive director of the Budget Lab, at Yale University, told Radio Atlantic. "Whereas higher-income households may be buying vacations, which are not tariffed."

> "The point of tariffs is to discriminate against imports"

And that's not the end of it, as tariffs may allow domestic producers to charge more, even for products that aren't tariffed. "All of your competitors have to raise their prices by, let's say, ten percent in the face of tariffs," Gimbel explains. "You can raise

taxation ➝ Besteuerung

raise sth. ➝ *hier*: etw. beschaffen, erheben

domestic ➝ inländisch

(state) subsidy ➝ (staatliche) Subvention

undercut sb. ➝ jmdn. unterbieten

incentive ➝ Anreiz

heavily ➝ in hohem Maße

policy ➝ Politik; Strategie

aluminum [əˈluːmɪnəm] (US) ➝ [wg. Aussprache]

input ➝ *hier*: Rohstoff, Komponente

refinery ➝ Raffinerie

smelter ➝ Schmelzbetrieb

worse off: make ~ ➝ benachteiligen

net effect ➝ Nettoeffekt

tariff sth. ['tærɪf] ➝ etw. mit Zoll belegen

retaliate ➝ kontern, zurückschlagen

reciprocal [rɪˈsɪprəkəl] ➝ zurückwirkend, gegenseitig

leverage ➝ Druckmittel

pass sth. on to sb. ➝ etw. auf jmdn. abwälzen, an jmdn. weitergeben

affected: be ~ by sth. ➝ von etw. beeinträchtigt sein

share ➝ Anteil

charge sth. ➝ etw. berechnen, verlangen

raise sth. ➝ *hier*: etw. erhöhen

in the face of ➝ angesichts von

your prices by eight percent, still get a lot of market share and get the benefit of those higher prices."

This shows how tariffs have downstream effects and can lead to inflation, particularly with essential items such as food. Economists use the word "distortionary" to describe the effects of tariffs. They distort the market because they change incentives, which leads consumers and businesses to behave differently.

If companies chose to absorb the cost of a tariff, they'll have less to invest in their business. If consumers pay more for certain products, they'll have less money to spend on other goods in the economy. "That means production in those other sectors has to fall," Durante says. "Ultimately, someone always pays."

Are tariffs here to stay?

Is the age of free trade and globalization coming to an end? In America, both political parties support tariffs to a certain extent (especially with regard to China). However, tariffs are not the only way that governments can help their domestic industries. Durante mentions both subsidies and tax benefits as potentially better alternatives. "Subsidies are not as distortionary as tariffs, because you're not directly raising costs on consumers to get them to purchase a domestic good," he explains.

Durante also thinks it's possible that many tariffs will be reduced in the future, mainly because voters in the U.S. and Europe will not be happy about higher prices for things they want to buy. China, however, is likely to remain an exception: "It's hard to see a world in which we're not tariffing China at all."

Tariffs can cause a lot of damage to businesses, both importers and exporters. They have far-reaching effects that may not be immediately clear, as it takes a long time to collect trade data. Even as new trade deals are announced, a lot of the damage has already been done simply because of the uncertainty about how high the barriers to international trade will be.

downstream effect ➤ Dominoeffekt, Folgewirkung

item ➤ Gegenstand, Artikel

distortionary ➤ verzerrend

distort sth. ➤ etw. verfälschen, verzerren

absorb sth. ➤ *hier:* etw. übernehmen, tragen

age ➤ *hier:* Zeit(alter)

tariff sb. ['tærɪf] ➤ jmdm. Zoll auferlegen

trade deal ➤ Handelsabkommen

Illustration: iStock.com

TERMS OF TRADE

Balance of trade: the difference between the value of a country's imports and its exports

Bilateral trade agreement: formal agreement between two countries to promote trade with each other. This usually involves reducing or removing tariffs

Non-tariff measures (NTMs): other restrictions on imports, such as quotas or safety standards for food and medical products, for example

Trade deficit: when the value of a country's imports is more than the value of its exports. The opposite situation is a **trade surplus**

Subsidies: money that the government pays to reduce the cost producing goods so that manufacturers can keep prices low

agreement ➤ *hier:* Vereinbarung, Abkommen

promote sth. ➤ *hier:* etw. fördern

tariff ['tærɪf] ➤ Zoll

The cables under the sea

Undersea cables on the Monna Lisa at the Prysmian factory

Unterseekabel vernetzen die Welt und transportieren Energie durch den Ozean. Aber wie werden sie hergestellt und verlegt?

Von JAMES ROBERTS

MEDIUM

Demand for energy is rising. The world needs power for smart homes, electric vehicles, data centres and much more. At the same time, with the integration of renewable energy, the job of supplying power has become more complicated. However, it's made easier by sending electricity across the sea, both from offshore installations and between countries.

Strong, powerful submarine cables make this possible, such as the 765-kilometre-long Viking Link interconnector, between Denmark and the UK, which is currently the longest in the world and allows the countries' electricity networks to share clean energy. Cables are also needed for telecommunications. According to the organization Telegeography, nearly 1.5 million kilometres of undersea fibre-optic cables are in use around the world (as of early 2025).

Clever connections

High-voltage direct current (HVDC) cables are common. However, cables that can transport large amounts of power and stand up to the pressure of being in the ocean aren't easy to make. They can be more than 210 millimetres thick. Inside their core, about 160 copper or aluminium strands must be tightly wrapped together. Then, these are protected by polyethylene insulation, followed by a layer of plastic and lead, which is further strengthened with metal.

Few companies are able to do this, and the complexity creates a high barrier to entry into the industry. "If another company wanted to get into that market, it's quite hard for them to do so without spending years figuring out all the clever manufacturing techniques," Tim Green, a professor of electrical power engineering at Imperial College in London, told *The New York Times*.

One of the big suppliers in the market is the Italian company Prysmian. Its factory in Pikkala, near Finland's capital city, Helsinki, has several towers — including one that's over 180 metres tall — because the cables are easier to make when they're hanging vertically. With more than 500 employees, the factory produces around 1,800 kilometres of cable per year.

The installation of submarine cables is also a challenge. Prysmian has several ships that were specially designed for this task. One, the Monna Lisa, which was built at a cost of €250 million, can carry about 128 kilometres of cable, coiled up on enormous turntables on board.

Keeping cables safe

As with all high-value infrastructure, maintaining and protecting submarine cables is a costly but important task. Despite the strong materials used to make them, the cables are vulnerable to damage — whether accidentally, by fishing vessels or ships' anchors, or by sabotage. In 2024, a rise in cases of damage to cables and pipelines under the Baltic Sea raised suspicions of sabotage. Nine countries depend on the various submarine connections across the Baltic, and the increase in military patrols there shows how serious the issue is.

Detail of a cable

power ▸ *hier:* Energie

data centre ▸ Rechenzentrum

renewable ▸ erneuerbar

submarine cable ▸ Seekabel

fibre-optic cable ▸ Glasfaserkabel

high-voltage direct current (HVDC) ▸ Hochspannungs-Gleichstrom-Übertragung (HGÜ)

stand up to sth. ▸ etw. standhalten

core ▸ Kern

copper ▸ Kupfer

strand ▸ Draht, Litze, Strang

wrap sth. together [ræp] ▸ etw. zusammenwickeln

insulation ▸ Isolierung

layer ▸ Schicht

lead [led] ▸ Blei

barrier to entry ▸ Zugangsbarriere, Eintrittsbarriere

figure sth. out ['fɪgə] ▸ etw. ergründen, herausfinden

manufacturing ▸ Herstellung

power engineering ▸ Energietechnik

coil sth. up ▸ etw. aufwickeln, aufrollen

turntable ▸ Drehteller

maintain sth. ▸ etw. instand halten

vulnerable: be ~ to sth. ▸ für etw. anfällig sein

accidentally ▸ versehentlich

fishing vessel ▸ Fischereifahrzeug

anchor ['æŋkə] ▸ Anker

Baltic (Sea) ▸ Ostsee

raise suspicion of sth. ▸ Verdacht auf etw. erwecken

military patrol [pə'trəʊl] ▸ Militärpatrouille

issue ['ɪʃuː] ▸ Angelegenheit, Problem

Fotos: JUHO KUVA/Redux/laif

"Dumbphones" are back in fashion and help to prevent unhealthy online behaviour

Is Gen Z going offline?

Foto: SCOTT ROSSI/Redux/laif

Weniger Zeit am Smartphone verbringen, sich auf das Wesentliche konzentrieren: Unternehmen entwickeln für diese Sehnsucht jetzt (wieder) die passenden Geräte.

Von ELITSA GADEVA

MEDIUM AUDIO

Smartphones have never been more high-tech, and their use is becoming more and more intuitive, an extension of the hand. Maps, online payments, taxi rides — it's all at our fingertips, practically arranged in phone apps. "I think it's crazy that we've made it so convenient to use smartphones," says Louis, a 26-year-old internal consultant for a municipality in Paris. He asked *Business Spotlight* not to print his full name, as he's been trying to reduce both his screen time and his digital footprint, and be less dependent on his phone. "I've always been kind of sad about the fact that I never could quite control the time I spent on my electronic devices".

To get back control, Louis bought a relaunched old-school Nokia to use as his "dumbphone". Simple, minimalist phones, which have only basic functionalities, are back in fashion. From Nokias to Blackberries, these devices aren't connected to the internet — and that's the point. They prevent doomscrolling and other online behaviour that many see as unhealthy. They open the door to more real-life experiences. "I have this very nostalgic idea of my childhood, where I would have many, many hobbies and a lot of time to do creative things because there weren't any smartphones," says Louis.

A classic comeback?

Nostalgia may have been part of the reason why the Finnish company Nokia relaunched its famous 3310 model, in 2017. This classic "talk-and-text phone", usually associated with older relatives, was the world's most popular device in 2000 and sold a total 126 million units. However, the renewed interest in this classic product goes beyond romanticism of the past.

A generation of teenagers and young adults spent several formative years in lockdown, forced to use screens to study, work or stay in touch with friends. While young people are known for using digital technology with ease, their experiences have increased their awareness of mental health. The pandemic was also when a group of high-school kids in Brooklyn, New York, started The Luddite Club, which promotes liberation from social media and technology. Taking their dumbphones and sketchbooks, they

> "We wanted to create a way for people to step away from their smartphones"

extension
➨ Erweiterung, Verlängerung

ride
➨ *hier*: Fahrt

fingertips: be at one's ~
➨ ohne Weiteres zur Verfügung stehen

convenient
[kən'viːniənt]
➨ bequem, praktisch

municipality
[mjuˌnɪsɪ'pæləti]
➨ Stadtverwaltung

digital footprint
➨ digitaler Fußabdruck

device ➨ Gerät

relaunch sth. [ˌriː'lɔːntʃ]
➨ etw. wieder einführen

dumbphone
➨ Dumbphone
(**dumb** [dʌm] ➨ dumm; *hier*: nicht smart)

back in fashion
➨ wieder in Mode

formative years
➨ Entwicklungsjahre, prägende Jahre

stay in touch with sb.
➨ mit jmdm. in Kontakt bleiben

with ease
➨ mit Leichtigkeit

sketchbook
➨ Skizzenbuch

began meeting every week to talk, connect with nature and simply enjoy their hobbies without digital distractions.

Today, "Luddite" is generally a disparaging name for anyone who is opposed to technological change. Led by King Ludd, who may or may not have been a real person, the original Luddites were organized gangs of English craftspeople in the early 19th century who rioted and destroyed new textile machinery that was taking away their jobs.

Screen generation

Numerous studies show a correlation between increased screen time and higher levels of anxiety, sleep disturbance, difficulty making social connections and, in extreme cases, depression. "The mass migration of childhood into the virtual world has disrupted social and neurological development," writes Jonathan Haidt in the book *The Anxious Generation*, which sold 1.7 million copies in more than 40 languages.

Data from the German digital industry association, Bitkom, shows that those between 16 and 29 spend more than three hours a day on their phones — in addition to time spent on laptops and other devices. Louis says that he tries to spend less than 30 minutes on his phone each day, but on "bad days", it can be four or five hours. "Phones are like a bad habit," he says. "It's like drinking alcohol: When you're not stressed, you might be able to cut down, but as soon as you need some comfort, the phone kind of creeps back in."

According to a 2025 survey by the British Standards Institution (BSI), almost 70 per cent of 16-to-21-year-olds feel worse when their screen time goes up. Half say they dream of growing up with no internet. Across the world, phones have been banned from classrooms, and in late 2024, Australia approved a social media ban for anyone under the age of 16, currently the highest such age limit worldwide.

Lifestyle change

Responding to the "digital detox" demand, Joe Hollier and his business partner, Kaiwei Tang, created the Light Phone. It's not much bigger than a credit card, not connected to the internet and includes only the most basic functions. "We wanted to create a way for people to 'go light', step away from their smartphones for a couple of hours and be present with their partners and families," Hollier told *Business Spotlight*.

The Light Phone was launched in 2017, but business has really grown in recent years. Hollier says: "It's not just buying a product, it's a lifestyle change. When you open social media and you're bombarded with bad news, it's a mix of emotions that's really taking a toll on us. It's especially hard for Gen Zs, who were almost raised in this network."

The Light Phone's customers, mostly aged between 24 and 40, include religious families, parents who want to be better role models and teens who can't concentrate at school. This and similar products, such as the Punk Phone, cost $300–$700. For now, most sales are in the US, partly because of technical differences between mobile networks, but Hollier hopes to expand to Europe and elsewhere soon. "I feel like Europeans are hip to it," he says. "They understand minimalism right away."

Is disconnecting a luxury?

Many original Luddite Club members are now in their 20s. They're still going and finding new members, but many Gen Zs say being offline is a luxury that's harder to manage when you're older and expected to keep up with work, dating or simply ordering at a restaurant where the menu is a QR code. "I think that being social inherently means that you will have to use your phone," says Louis.

> "The mass migration of childhood into the virtual world has disrupted social and neurological development"

distraction
➨ Ablenkung

disparaging [dɪ'spærɪdʒɪŋ]
➨ abwertend

opposed to: be ~ sth.
➨ gegen etw. sein

gang
➨ Gruppe, Trupp

craftspeople
➨ Handwerksleute

riot ['raɪət]
➨ randalieren; sich an einem Aufstand beteiligen

anxiety [æŋ'zaɪəti]
➨ Unbehagen, Beklommenheit, innere Unruhe

sleep disturbance
➨ Schlafstörung

disrupt sth.
➨ etw. stören

copy ➨ *hier:* Exemplar

industry association
➨ Branchenverband

cut sth. down
➨ etw. reduzieren, zurückschrauben

comfort ['kʌmfət]
➨ *hier:* Trost

creep back in
➨ sich wieder einschleichen

survey ['sɜːveɪ]
➨ Umfrage

ban sth.
➨ *hier:* etw. verbannen

approve sth.
➨ *hier:* etw. absegnen

ban ➨ Verbot

launch sth. [lɔːntʃ]
➨ etw. auf den Markt bringen

take a toll on sb.
➨ jmdn. belasten

raise sb.
➨ jmdn. großziehen

role model
➨ Vorbild

for now
➨ fürs Erste, vorläufig

hip: be ~ to sth. (*ifml.*)
➨ sich etw. bewusst sein

right away
➨ sofort

keep up with sth.
➨ sich über etw. auf dem Laufenden halten

menu ['menjuː]
➨ Speisekarte

inherently [ɪn'herəntli]
➨ naturgemäß

Foto: SCOTT ROSSI/Redux/laif

High-school members of the Luddite Club meeting in Prospect Park, Brooklyn, in 2022

He uses a "divide and conquer" strategy. Apart from his dumbphone, which he uses most of the time, Louis has a smartphone and a work phone. However, he's bought a camera, an iPod music player and a manual alarm clock. He calls this process "deconstructing" the smartphone's monopoly over our lives. Hollier is on the same page. "I sound like such a Luddite romantic but I feel like there's a pleasure that you get when the tool is designed to do the thing well," he says.

Before finding the right balance, Louis tried different things such as blocking or deleting some apps and even locking his smartphone in a secure box, so he wouldn't compulsively check his notifications. "Smartphones are so powerful that, no matter how you fight it, it will always come back," he says.

Full of FOMO ("fear of missing out") and anxiety in the beginning, Louis says he now feels more independent and in control. The biggest lesson for him? Not every notification and phone buzz is as urgent as it seems.

Free audio download!
Listen to Joe Hollier here!
www.business-spotlight.de/business-englisch-lesen/phone-does-less

divide and conquer ['kɒŋkə]
► teile und herrsche

alarm clock ► Wecker

be on the same page
► der gleichen Meinung sein

compulsively [kəm'pʌlsɪvli]
► zwanghaft

notification
► Benachrichtigung

no matter
► ganz gleich

fear of missing out
► Angst, etwas zu verpassen

buzz
► Summton, Brummen

DUNKIN
FALLING FOR MAPL
ARTIFICIALLY MAPLE FLAVOR
GROUND
COFFEE
STARBUCKS
ICED ESPRESSO
LIMITED EDITION
PUMPKIN SPICE LATTE
FLAVORED WITH OTHER NATURAL FLAVORS
SPICY
SWEET
ESPRESSO BEVERAGE | 14 FL OZ (414 mL)
270 CALORIES PER BOTTLE

Seasonal sales

Für jede Jahreszeit die passenden Produkte: Mit dieser speziellen Marketing-Strategie begleiten Unternehmen ihre Kundinnen und Kunden durch das ganze Jahr.

Von RACHEL PREECE

ADVANCED AUDIO

On social media, every calendar event is an opportunity to shill. From Easter to Halloween, influencers are getting excited about seasonal marketing campaigns. In September 2024, the US consumer goods company Procter & Gamble was selling an autumn-inspired range of cleaning products called Cosy Season, collaborating with the UK influencer Mrs Hinch, who has five million Instagram followers. IKEA USA offered a Halloween home collection. And the British store Home Bargains began selling Easter candles, wreaths and other products. According to the advertising agency Territory, "seasonal marketing has become a cornerstone strategy for brands," and it is noticeable.

"Seasonal marketing is a conduit through which we share our messages — giving them structure, relevance, intrigue, and meaning," Sally Boyce, British marketing consultant and founder of Surreal Bee Marketing, told *Business Spotlight*. "Seasons are shared micro-cultures whose languages we all intuitively understand, so it makes sense for brands to harness their timely relevance to promote themselves."

Thinking about a seasonal campaign?

"A good rule of thumb is to run evergreen, 'always-on' campaigns that keep the core offering visible all year, alongside blockbuster marketing in anticipation of seasonal surges," says Boyce. "Ideally these support limited-time-only, now-or-never events and added-value experiences."

As early as 2015, research published in the *Harvard Business Review* encouraged businesses to think about emotional connection scientifically and strategically. This primarily means mirroring what consumers feel at particular times, such as the desire for cosiness in autumn or for bright colours in spring. Seasonal events throughout the year help generate customer interest.

"Psychologists tell us that looking forward to an experience can be as emotionally rewarding as the experience itself," Boyce says. "Stirring that excitement, feeding that anticipation, is where attraction marketing thrives. Creating these touchpoints and moments doesn't just spark joy, it generates conversions."

Sentimentality as a strategy

Boyce says businesses still need to offer a good deal in connection with a big event. "If we (marketers) have curated a persuasive offer, its seasonality can carry it over the finish line," she says. "A part of that is because seasons have become cultural behemoths. The trend economy makes them valuable. Autumn isn't just Halloween; it's pumpkin-spiced-latte and chunky-knits season. Winter isn't just Christmas; it's the season of sentimentality as strategy, where everyone is asking: 'Have you seen the John Lewis ad yet?'"

Campaigns for seasonal events also start earlier each year, as companies try to anticipate demand. In the US, home-shopping channels run "Christmas in July" campaigns. For some consumers, it's good preparation; for others, it's annoying. The next time you have a pumpkin-spiced latte, ask yourself if it's something you really wanted — or if you were encouraged to buy it by clever marketing.

shill ▸ Ware(n) anpreisen
good ▸ Gut, Ware
cosy ▸ gemütlich, behaglich
wreath [riːθ] ▸ Kranz
cornerstone ▸ Eckpfeiler
conduit ['kɒndjʊɪt] ▸ Kanal, Verbindung
intrigue ['ɪntriːg] ▸ *hier:* Faszination
harness sth. ▸ etw. nutzen, sich etw. zunutze machen
timely ▸ *hier:* zeitlich
rule of thumb ▸ Daumenregel, Faustregel
visible ▸ sichtbar
surge ▸ Aufschwung
added-value experience ▸ Erfahrung mit Mehrwert
stir sth. ▸ *hier:* etw. anregen, schüren
thrive ▸ florieren
spark sth. ▸ *hier:* etw. wecken, entfachen
persuasive ▸ überzeugend
finish line ▸ Ziellinie
behemoth [biˈhiːmɒθ] ▸ Koloss, Gigant
chunky-knits ['tʃʌŋki nɪts] ▸ Grobstrick-Kleidung
John Lewis ad ▸ jährliche Weihnachtswerbung des Kaufhauses John Lewis
home shopping ▸ Teleshopping

Foto: IMAGO/depositphotos

Food for thought

Ob Bürojob oder lange Schichten, in denen man viel stehen muss: Wer auf seine Ernährung achtet, kann seine Produktivität steigern. Tipps fürs Frühstück, Mittag- und Abendessen.

Von MELITA CAMERON-WOOD

MEDIUM AUDIO

According to the UK-based Food for the Brain Foundation, humans have a preference for foods with a higher fat and sugar content during periods of stress. This can lead to overconsumption of unhealthy food and drinks with a range of related health problems and, ultimately, lower productivity.

Globally, people drink an estimated two billion cups of coffee every day — an effort to raise energy. Whether coffee

foundation ▸ Stiftung

content ▸ Inhalt; *hier*: Gehalt

billion ▸ Milliarde(n)

consumption really raises overall productivity isn't clear, but eating habits certainly influence physical and mental health. What specific choices may help improve productivity?

Kickstart your workday

"Breakfast is undoubtedly the most important meal when it comes to fuelling productivity," Kyle Crowley, a sports nutrition adviser at the food brand Protein Works, told *Business Spotlight*. "After an overnight fast, your body needs a steady supply of nutrients to kickstart energy production."

A protein-rich breakfast might include eggs, tofu, smoked salmon, Greek yoghurt and berries. Choices like these are thought to provide energy for longer and leave people less susceptible to snacking later in the day than if they eat cereals, pastries or other foods that are high in sugar.

The sources of fat and carbohydrates at breakfast time are also important, however. According to Dr Peter Brukner, nutritionist, dietician, sports physician and author of the book *A Fat Lot of Good*: "Healthy fats like those found in avocados or nuts give you energy that lasts a long time. Carbohydrates from whole grains release sugar slowly into your blood, which helps keep your brain working."

Lunch goals

Lunch, the meal that many people eat at work, should provide between 500 and 700 calories. Employers may help guide workers towards healthy food choices. A study by Brigham Young University, in the US, showed that employees with bad eating habits were 66 per cent more likely to feel less motivated at work, and those who rarely eat fruit and vegetables tended to be less productive during working hours.

Dr Krutika Nanavati, a nutritionist and dietician registered with the Nutrition Society of New Zealand, recommends easy-to-implement strategies for businesses: "Hosting 'lunch-and-learn' sessions with a dietician can help employees make healthier choices. Stocking the office with better snack options, such as fruit or whole-grain crackers, can reduce reliance on sugary snacks. I've even seen companies offer nutrition stipends for groceries or meal kits, which shows real support for employees."

Prep your meals

Meal planning doesn't mean you have to spend every evening cooking. "Outside of work, having your meals prepped frees up your evenings and weekends for relaxation or trying new hobbies," says Dr Chris Mohr, a fitness and nutrition adviser at the company BarBend.

Barbara De Carvalho, a nutritionist at Daily Body Coach, recommends preparing two meals in batches on Sundays and Wednesdays, giving you four different meals to be eaten during the week. "We often believe we need an extensive variety, but in reality, humans thrive on routines — including recurring meal options," she says.

Know your needs

Different types of jobs may require different diets. "Nurses and other health professionals, for example, spend most of their day standing and working long shifts — they often need multiple snacks and may require meals during the night," De Carvalho says. Those with more physically demanding jobs may need diets that provide more energy and muscle recovery through lean proteins and complex carbs.

Whether you have a desk job or often work at night, a little meal planning can be more efficient and encourage good habits. Avoiding impulsive decisions can lead to better choices.

overall ▸ insgesamt

fuel sth. ['fjuːəl] ▸ etw. schüren, antreiben

fast ▸ *hier*: Fasten

steady ▸ beständig

nutrient ['njuːtriənt] ▸ Nährstoff

smoked salmon ['sæmən] ▸ geräucherter Lachs

susceptible [sə'septəbəl] ▸ anfällig

pastry ['peɪstri] ▸ Backware, Gebäck

carbohydrate (carb) ▸ Kohlenhydrat

nutritionist [njuˈtrɪʃənɪst] ▸ Ernährungsberater(in), -wissenschaftler(in)

dietician [ˌdaɪəˈtɪʃən] ▸ Diätassistent(in)

sports physician [fɪˈzɪʃən] ▸ Sportarzt/-ärztin

last ▸ andauern, halten

whole grain ▸ Vollkorn

release sth. ▸ etw. freisetzen, abgeben

host sth. ▸ etw. veranstalten

stock sth. ▸ etw. ausstatten

reliance ▸ Abhängigkeit

stipend ['staɪpend] ▸ *hier*: Geldsumme unabhängig vom Gehalt

meal kit ▸ Kochbox (Paket mit vorbereiteten Zutaten für ein Gericht)

prep sth. ▸ etw. vorbereiten

in batches ▸ schubweise; *hier*: auf einmal, gleichzeitig

thrive on sth. ▸ *hier*: mit etw. den meisten Erfolg haben

recurring ▸ wiederkehrend

shift ▸ Schicht

demanding ▸ anspruchsvoll, anstrengend

Foto: Stocksy United

Bringing workers home

Viele junge Portugiesinnen und Portugiesen gehen zum Arbeiten ins Ausland. Die Regierung möchte sie wieder in die Heimat zurückholen.

Von INÊS ALMEIDA

EASY ÜBUNGSHEFT

Illustration: Georg Lechner, unterstützt von KI

An estimated 2.3 million Portuguese citizens live abroad — mostly in other European countries. In 2023, more than 33,600 citizens reportedly left Portugal, the highest number since 2016, according to the Emigration Observatory, a research institute. The government wants a lot of those people to come home. In 2019, it created the Programa Regressar to encourage emigrant workers to return to the country.

Young professionals choose to leave Portugal because they can find better working conditions and salaries in other countries. The question is why would they choose to come back? For many, the reasons tend to be more sentimental than pragmatic. Lina Mascia moved to Germany when she was 23 and unemployed. She returned to Portugal after 11 years abroad. "I always thought of the family I had left behind," she told *Business Spotlight*. "I knew I wasn't going to earn the same as I did there, but just the fact that I was back with my family and my daughter could grow up with her grandparents, uncles and cousins made me happy."

Vanessa Amorim, a biomedical scientist, moved to the UK in 2018, where she stayed for six years. "I went looking for job opportunities, competitive salaries and career progression," she says. However, her priorities changed after Brexit, the pandemic and the introduction of the Programa Regressar. "I decided to come back to Portugal because I felt the country was better prepared to receive me — and, above all, to be close to family and friends and have a quality of life I didn't have there."

Amorim describes the Programa Regressar as "very beneficial". The measures offered include financial support while job-hunting in Portugal, a line of credit to start a business in the country and quick recognition of foreign academic qualifications. The programme also has its critics, however, including those who say these initiatives were long overdue.

Coming and going

As of the end of May 2025, more than 35,000 emigrants and family members had returned or applied to return. Of course, this is just a fraction of the total number of Portuguese citizens living abroad.

The exodus of young people is concerning — about 70 per cent of those who choose to leave are between 15 and 39 years of age. However, the government seems far more interested in the issue of immigration than emigration. According to data from the Portuguese Agency for Integration, Migrations and Asylum (AIMA), the number of legal foreign residents in the country rose by 33.6 per cent in 2023, compared with the year before, reaching 1.04 million. The government recently increased the time that foreigners must live in the country before they can apply for Portuguese citizenship — from five to ten years. Immigrants from Brazil or other Portuguese-speaking countries must live here for seven years.

Portugal continues to be popular among people from countries that are worse-off economically as well as digital nomads who work for foreign companies. As long as opportunities within the country remain limited, qualified Portuguese workers will continue to look elsewhere.

> "I always thought of the family I had left behind"

reasearch [ri'sɜːtʃ]
➨ Forschung

professional
➨ Fachkraft

competitive
➨ wettbewerbsfähig

career progression
➨ berufliche Weiterentwicklung

above all ➨ vor allem

measure ['meʒə]
➨ Maßnahme

job-hunt
➨ nach einem Job suchen

line of credit
➨ Kreditlinie/-rahmen

recognition
➨ Anerkennung

long overdue
➨ lange überfällig

as of ...
➨ Stand ...

apply (for sth.)
➨ (etw.) beantragen

fraction
➨ Bruchteil

issue ['ɪʃuː]
➨ Problem, Thema

agency
➨ Agentur; *hier:* Amt

citizenship
➨ Staatsbürgerschaft

worse-off: be ~
➨ schlimmer dran sein

Are you emotionally intelligent?

Emotionen beeinflussen unser Verhalten – auch bei der Arbeit. Wie Sie Ihre eigenen Gefühle und die von anderen erkennen und lernen, besser mit ihnen umzugehen.

Von KEN TAYLOR

MEDIUM AUDIO ÜBUNGSHEFT

"A useful skill when dealing with other people"

Fear, love, anger, happiness, sadness, surprise, shame and disgust — psychologists generally consider these the "primary emotions". They are a central part of being human, genetically shaped over about 50,000 generations. Our emotions affect our mood and, whether we like it or not, also the way we communicate with each other at work. Each interaction is coloured not only by rational judgement and our mood at the time, but also by our hidden ancestral past.

Given all that, emotional intelligence is a useful skill when dealing with other people — whether they're co-workers, customers or your boss. Pythagoras said: "No man is free who cannot control himself." However, emotional intelligence is more than just self-control, but the ability to understand how emotions influence people's behaviour, including our own.

Where does emotional intelligence come from? Like ordinary intelligence, some people seem to have more of it than others. Here are some tips on how to achieve the right level of emotional intelligence to operate successfully both in the workplace and in life in general.

Know your own emotions

Being able to monitor your emotions means having a sense of how you really feel and why. Knowing this can help you separate emotions that actually have nothing to do with work.

When something doesn't quite work or go as expected — a common situation — it could put you in a bad mood for the rest of the day. On the other hand, if you are able to recognize your feeling of irritation, you might be able to do something to change your mood to a more positive one.

Separating your emotions from the work situation will allow you to make clearer decisions and respond to challenging situations. One way to do this is to imagine you are standing next to yourself and neutrally observing what is going on.

psychologist
[saɪ'kɒlədʒɪst]
➨ [wg. Aussprache]

consider sth. sth.
➨ etw. als etw. erachten

affect sth.
➨ etw. beeinflussen

coloured
➨ eingefärbt; *hier:* beeinflusst

ancestral
[æn'sestrəl]
➨ auf die Vorfahr(inn)en zurückgehend

operate ➨ *hier:* agieren

monitor sth.
➨ etw. beobachten, kontrollieren

challenging
➨ herausfordernd, schwierig

Illustration: Georg Lechner, unterstützt von KI

STOP

With practice, you can slip into this role whenever you feel strong emotions building up. Once you have recognized what's happening, it's easier to do something about it.

Manage your own emotions

It's clearly important to express your feelings in an appropriate way and to shake off negative feelings. This will let you focus and continue your work productively.

The two key emotions that seem to impact us most negatively are anger and anxiety. In her classic book *Managing Anger*, Gael Lindenfield suggests some positive ways to approach such feelings. For example,

- Act early. Minor irritations might build up. Be aware of your feelings and take steps to deal with them.
- Release some tension through physical exercise. Go to the gym at lunchtime or just walk up and down the stairs in your building.

It's normal to feel a little stress when deadlines get closer, but anxiety is more serious. Anxiety shows itself in various ways, sometimes with physical symptoms such as nausea or muscle tension. You can reduce stress at work through exercise or relaxation techniques, but also by structuring your workday or even talking to your manager about your workload.

Recognize emotions in others

Being able to recognize emotions in others, helps you understand their behaviour and show empathy. In meetings and negotiations, for example, this can be an advantage.

The two skills we need are sensitive observation and attentive listening. Non-verbal signals can reveal someone's mood and emotional state. We should be especially sensitive to signs of negative emotions such as clenched fists or pointing a finger at another person.

Attentive listening helps you pick up on a speaker's tone of voice. However, avoid jumping to conclusions too quickly. Instead, try to ask relevant questions, summarize what you've heard and give others time to develop what they want to say.

In a lot of organizations, technical expertise and industry experience are understandably prized, but emotional intelligence should not be dismissed or forgotten. An awareness of its importance can improve how people communicate and work together.

I would even go so far as to say it could become a virtuous cycle if one emotionally intelligent person has a calming effect on the whole room. As a result, professional and personal interactions become more positive and effective.

slip into sth. ➨ in etw. schlüpfen

impact sb./sth. ➨ auf jmdn./etw. Auswirkungen haben

anxiety [æŋ'zaɪəti] ➨ innere Unruhe, Sorge

approach sth. [ə'prəʊtʃ] ➨ an etw. herangehen, sich etw. zuwenden

act ➨ *hier:* handeln

tension: release ~ ➨ sich entspannen, Verspannung(en) lösen

(physical) exercise ➨ körperliche Betätigung

gym [dʒɪm] ➨ Fitnessstudio

nausea ['nɔːsiə] ➨ Übelkeit

muscle tension ['mʌsᵊl] ➨ Muskelanspannung

workload ➨ Arbeitspensum

negotiation ➨ Verhandlung

attentive ➨ achtsam

reveal sth. ➨ etw. offenbaren

clenched fist ➨ geballte Faust

pick up on sth. ➨ etw. wahrnehmen, bemerken

tone of voice ➨ Tonfall

jump to conclusions ➨ voreilige Schlüsse ziehen

prized ➨ geschätzt

dismiss sth. ➨ *hier:* etw. abqualifizieren, abtun

virtuous cycle ['vɜːtʃuəs ˌsaɪkᵊl] ➨ positiver Kreislauf, Tugendkreis, Engelskreis

ESSENTIAL PHRASES

Know your emotions

- How do I feel right now?
- I need to stay in control of my emotions.
- I can recognize how strong this feeling is.
- I'm aware that emotions are running high.
- I could do with a quick time-out to calm down.

Manage your own emotions

- I'm feeling rather upset.
- It's not your fault. I'm still annoyed about something that happened earlier.
- I'll set aside time each day for meditation.
- I prefer to respond thoughtfully rather than react impulsively.
- It's always a good idea to think things through before responding.

Recognize emotions in others

- Interesting. Tell me more about it.
- I understand how you must feel.
- So, if I've understood you correctly, what you are saying is...
- It sounds like that situation was really challenging for you.
- That must have been difficult. Thanks for sharing it with me.

run high ➨ *hier:* hochkochen

could: sb. ~ do with sth. ➨ jmd. könnte etw. vertragen, etw. könnte jmdm. nicht schaden

upset ➨ aufgebracht, verärgert

annoyed ➨ verärgert, gereizt

challenging ➨ herausfordernd, schwierig

Test your emotional intelligence

EASY

		Never — Sometimes — Often
1.	Work makes me feel excited and energized.	1 2 3 4 5
2.	I listen more than I speak.	1 2 3 4 5
3.	I find social networks in the organization make work better.	1 2 3 4 5
4.	I give tasks to people who will grow and develop as a result of being challenged.	1 2 3 4 5
5.	I appreciate negative feedback as much as positive.	1 2 3 4 5
6.	Even under pressure, I keep my focus and work systematically.	1 2 3 4 5
7.	I pursue goals beyond what is required or expected of me.	1 2 3 4 5
8.	I model the behaviour that I expect of others.	1 2 3 4 5
9.	I see making mistakes in front of others as a learning experience for everyone.	1 2 3 4 5
10.	I tell other people when I feel angry or upset.	1 2 3 4 5

KEY:
A short quiz can offer only a very general idea of emotional intelligence, but this might help raise your awareness of the importance of recognizing the influence of emotions on everyday life.

36 points or over: You are a paragon of virtue! (But make sure you aren't self-deluding or being unrealistically optimistic.)
26–35 points: You are probably balanced emotionally and have a positive attitude.
16–25 points: There is a danger your emotions control you rather than vice versa. Read the article again and see if you can change your reactions in future in order to give you more control over your emotions.
10–15 points: You probably need to improve your emotional intelligence.

task ▸ Aufgabe

challenged ▸ gefordert

appreciate sth. [əˈpriːʃieɪt] ▸ etw. schätzen, begrüßen

pursue a goal [pəˈsjuː] ▸ ein Ziel verfolgen

model sth. ▸ etw. vorleben

upset ▸ aufgebracht, verärgert

awareness: raise ~ of sth. ▸ für etw. Bewusstsein schaffen

paragon of virtue [ˈvɜːtʃuː] ▸ Ausbund an Tugend

self-deluding: be ~ ▸ sich selbst etw. vormachen

balanced ▸ ausgeglichen

vice versa [ˌvaɪsi ˈvɜːsə] ▸ andersherum

Illustration: Georg Lechner, unterstützt von KI

New perspectives to solve difficult problems

Das Team steckt in einer Sackgasse, weil ein Problem unlösbar scheint. In einem solchen Fall kann es helfen, die Perspektive zu wechseln.

Von FRANK PETERS

EASY AUDIO ÜBUNGSHEFT

Fotos: Stocksy United; Uwe Klössing

Sometimes, we face a problem that seems quite difficult. We may feel stuck, either alone or as a team, and unsure of what to do next. This is where an analogy can help. This means, instead of working on the problem directly, you solve a similar, easier one first. This new perspective can lead to surprising insights.

Imagine, for example, your team wants another department to implement a new process, but they keep saying no. You feel frustrated. Instead of pushing harder, try stepping away and looking at a similar situation outside of work. It allows some creative thinking and helps the team come up with new ideas.

1. Find your analogy

First, book a meeting room and plan at least an hour for this exercise. The real challenge is that you want to convince your co-workers in another department to start using a new process.

To find an analogy, look for a situation in daily life that feels similar but isn't work-related. In this case, you might try: "How do we convince a partner to try a different holiday destination?" For example, imagine someone who has gone to the same hotel regularly for years and refuses to change. It's practical to prepare a few analogy ideas in advance, but it would be even better if the team could think of their own.

2. Group work

If you're a large team, break into small groups of three to five people. Each group writes a short role-play that shows how they would solve the analogy problem (changing the holiday plan). They can write a short script and rehearse, or just improvise. Allow about ten minutes to prepare and a couple of minutes to perform. Encourage fun and creativity.

3. Choose two observers

Before you begin the performances, select two team members to be observers and take notes:

- The "solution hunter" writes down all useful actions, ideas or behaviour.
- The "obstacle spotter" takes note of anything that is likely to block progress or make the current situation worse.

It's important that the actors cannot see the notes that each observer takes.

4. Perform and learn

Have the groups perform their role-plays with the observers taking notes. Afterwards, ask the actors what they felt worked and what didn't. Have the observers share their notes, and finally, open the discussion so others can add ideas.

Repeat the process with each group. By the end, you should have a list of helpful strategies and a list of potential obstacles.

> "It allows creative thinking and helps the team come up with new ideas"

FRANK PETERS lives in Cologne and works as a coach with teams and leaders, to make them a successful and happy team (again)

face sth. ▸ mit etw. konfrontiert sein, etw. gegenüberstehen

stuck ▸ *hier:* festgefahren, ratlos

insight ▸ Erkenntnis

department ▸ Abteilung

come up with sth. ▸ sich etw. einfallen lassen

in advance ▸ im Voraus

rehearse [rɪ'hɜːs] ▸ proben

obstacle ['ɒbstəkəl] ▸ Hürde, Hindernis

spotter ▸ *hier:* eine Person, die etw. erkennt, ausfindig macht

5. The real world

Now, you're ready to tackle the real challenge, and have the team discuss the following questions:

- Which step(s) will we try next?
- What should we stop doing because it's blocking progress?

Allow about ten minutes for the discussion. Then, agree on the best ideas and on what steps to take next.

Adapting the method

If people feel uncomfortable about acting or you just don't have a lot of time, you can skip the theatre and just talk through the analogy. In my experience, however, having the team act out a role-play tends to produce more energy, deeper insights and more fun.

Some teams actually go further. After trying out new solutions in the analogy, they act out the real situation with those fresh ideas. A second round like this really helps prepare them for the real challenge.

This method opens up new perspectives, and there's another potential benefit: The team may feel empowered. Seeing that they have options, working and laughing together brings them closer. And it can all happen without leaving the meeting room.

> "A role-play tends to produce more energy, deeper insights and more fun"

Foto: Stocksy United

tackle sth.
➨ etw. angehen, in Angriff nehmen

skip sth.
➨ etw. überspringen

empowered
➨ *hier:* gestärkt, bekräftigt

ESSENTIAL PHRASES

Making your argument

- I truly believe this approach will benefit the whole team.
- Consider the long-term advantages of this decision.
- It's important to keep in mind that this solution is more cost-effective.
- It's worth pointing out that the plan aligns with our strategy goals.
- I think we should at least give this option a fair chance.

- I know it's not your favourite idea, but give it a go — you might be surprised!
- The timing might not be ideal, but I think we've got to bite the bullet.
- Think about how much time this could save.
- It's worth a shot, don't you think?
- It may not be perfect, but it's the best we've got right now.

approach [ə'prəʊtʃ]
➨ Herangehensweise

long-term
➨ langfristig

keep sth. in mind
➨ etw. nicht außer Acht lassen, nicht vergessen

point sth. out
➨ auf etw. hinweisen

align with sth.
➨ sich mit etw. decken, mit etw. übereinstimmen

give sth. a go
➨ etw. ausprobieren

bite the bullet ['bʊlɪt]
➨ in den sauren Apfel beißen

shot: be worth a ~
➨ einen Versuch wert sein

Skills development

Es zählt längst nicht mehr nur der Uni-Abschluss. Welche Qualifikationen in Zukunft gefragt sein werden.

Von RACHEL PREECE

MEDIUM

The global consulting firm McKinsey says there's more to an employee than a university degree. Employers should think about skills and "non-traditional talent" that might include the right qualities to do a job well. Some large employers, including IBM, Boeing and Walmart, no longer have degree requirements for certain jobs, giving them a bigger, more diverse pool of candidates.

TEN FASTEST-GROWING SKILLS BY 2030

The World Economic Forum (WEF) surveyed 1,000 employers to identify the most desired qualities:

1. AI and big data
2. Networks and cybersecurity
3. Technological literacy
4. Creative thinking
5. Resilience, flexibility and agility
6. Curiosity and lifelong learning
7. Leadership and social influence
8. Talent management
9. Analytical thinking
10. Environmental stewardship

IF THE GLOBAL WORKFORCE WERE 100 PEOPLE:

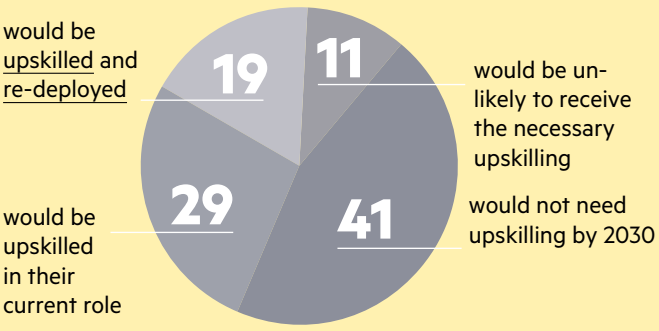


Illustration: Depositphotos

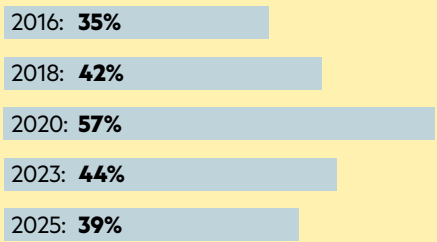
Nearly two-thirds (63 per cent) of employers say the current skills gaps in the labour market are a major barrier to business transformation, and 85 per cent plan to upskill their workforce by 2030.

McKinsey says 84 per cent of international employees say they receive significant AI training. However, McKinsey also reports high levels of uncertainty: "Employers do not know how many AI experts they will need with what type of skills."

DISRUPTION TO SKILLS

In general, employers expect 39 per cent of workers' core skills to change by 2030. While this shows significant skills disruption, it's down from 44 per cent in 2023. The WEF says this could be because of a growing focus on continuous upskilling, allowing companies to better anticipate future skill requirements.

What percentage of workers' current skills are expected to change over the next five years?



Sources:
WEF, Future of Jobs report, 2025; McKinsey

degree ▸ *hier*: Abschluss

survey sb. [sə'veɪ] ▸ jmdn. befragen

literacy ▸ Lese- und Schreibfähigkeit; *hier*: Bildung, Kompetenz

resilience ▸ psychische Widerstandskraft

agility ▸ geistige Mobilität

environmental stewardship ▸ Umweltverantwortung

workforce ▸ Arbeiterschaft

upskill ▸ (sich) weiterqualifizieren

re-deploy sb. ▸ jmdn. anderweitig einsetzen

gap ▸ Lücke, Differenz

core skill ▸ Kernkompetenz

disruption ▸ Umbruch

continuous ▸ kontinuierlich

percentage ▸ Prozentsatz

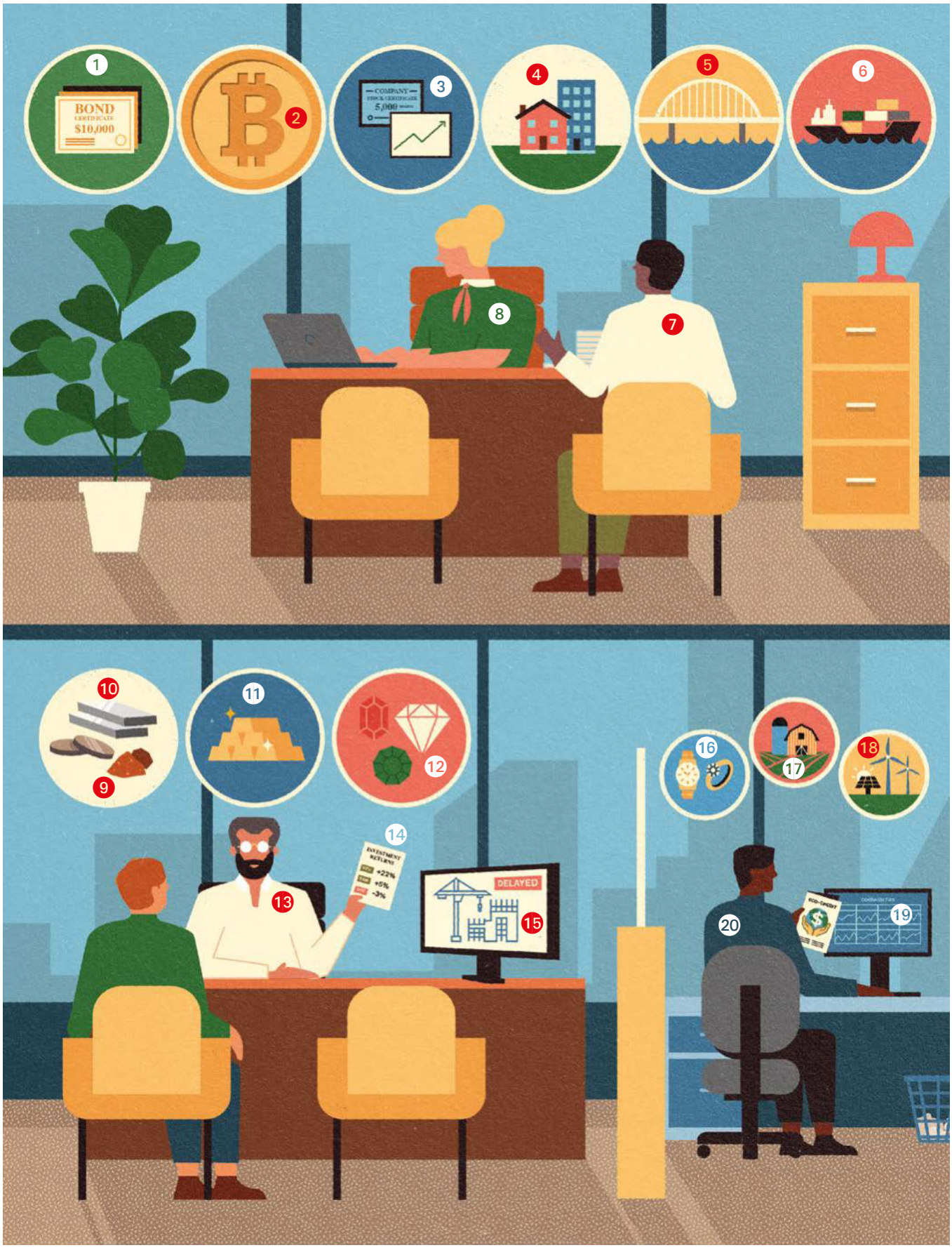


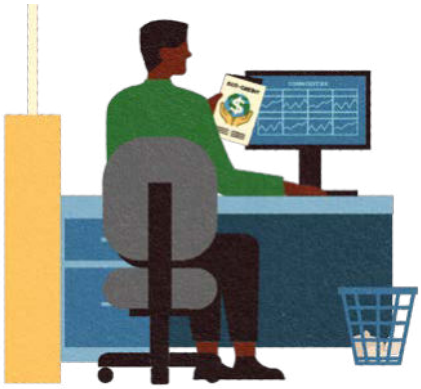
Illustration: Mike Ellis

Investments

Wer sein Geld anlegen möchte, hat verschiedene Möglichkeiten. Welche Vokabeln man kennen – und nicht verwechseln sollte.

Von HILDEGARD RUDOLPH

EASY AUDIO



Where to invest your money?

People invest in order to make money, so the purpose of an investment is the yield or return on investment (ROI). That is subject to market forces, however. The kind of investment you choose depends on how much money is available and how much risk you are prepared to take on.

Financial advisers often recommend securities or equity funds. These are generally considered safe investments because they combine the shares of several companies. Precious metals can also be a safe investment — the price of gold usually goes up whenever investors feel less confident about the stock market. Rare earths and other minerals used in manufacturing are in high demand and, of course, residential and commercial property remains a popular investment choice.

Perhaps the biggest recent change in investing has been the growth of exchange-traded funds (ETFs), which follow the prices on a stock market. These offer a flexible, low-cost way to invest in companies, which has allowed more people to become investors.

WHAT'S *SERIÖS* IN ENGLISH?

The German adjective *seriös* is **sound** or **reputable** in English. It is not **serious**, which is translated as *ernst* or *ernsthaft*:

"This is a reputable bank offering sound money investments." — *Dies ist eine seriöse Bank mit seriösen Geldanlagen.*

"Their situation is more serious than expected." — *Ihre Situation ist ernster als erwartet.*

DON'T MIX US UP!

The German noun *Anlage* is translated differently, depending on the context:

- **Investment** refers to acquiring assets to gain a profit: "This investment is risky." — *Diese Anlage ist risikoreich.*
- **Park** describes an area with a lot of greenery: "I like walking in the park." — *Ich gehe gerne in der Grünanlage spazieren.*
- **Complex** refers to a group of buildings belonging to one place: "They live in a big residential complex." — *Sie wohnen in einer großen Wohnanlage.*
- **Plant** is a place where industrial processes take place: "He works in a chemical plant." — *Er arbeitet in einer Chemieanlage.*
- **Facility** is used for items with a special purpose: "The sanitary facilities are closed at night." — *Die sanitären Anlagen sind nachts geschlossen.*

1. **securities** ➨ Wertpapiere, Effekten
2. **cryptocurrency** [ˌkrɪptəˈkʌrənsi] ➨ Kryptowährung
3. **shares, stocks** ➨ Aktien
4. **property, real estate** (US) ➨ Immobilie(n)
5. **infrastructure expansion** ➨ Infrastrukturausbau
6. **(shipping) container investment** ➨ Investition in Schiffscontainer
7. **investor** ➨ Investor(in), Anleger(in)
8. **investment banker** ➨ Investmentbanker(in)
9. **commodities, raw materials** ➨ Rohstoffe
   natural resources ➨ Bodenschätze
10. **precious metals** ➨ Edelmetalle
11. **bullion** ['bʊliən] ➨ Edelmetall-, Goldbarren
12. **precious stones** ➨ Edelsteine
13. **financial adviser/consultant** ➨ Anlageberater(in)
14. **return, income, yield** ➨ Ertrag
15. **bad investment** ➨ Fehlinvestition
16. **jewellery** ['dʒuːəlri] ➨ Schmuck
17. **agricultural investment** ➨ Agrarinvestition
18. **energy and climate(-related) investment** ➨ Energie- und Klimainvestition
19. **socially responsible investment (SRI)** ➨ gesellschaftlich verantwortliche Kapitalanlage
20. **commodities broker** ➨ Rohstoffmakler(in)

Other useful vocabulary

Nouns

equity fund ['ekwəti] ➨ Aktienfonds

risk tolerance/appetite ➨ Risikobereitschaft

tangible asset ['tændʒəbəl] ➨ Sachanlage

total loss ➨ Totalverlust

troy weight ➨ Troy-, Edelmetallgewicht

Verbs

dare to do sth. ➨ es wagen, etw. zu tun

play it safe ➨ auf Nummer sicher gehen

reconsider sth. ➨ etw. überdenken

risk sth. ➨ etw. riskieren

seize an opportunity [siːz] ➨ die Chance ergreifen

take a/no risk ➨ ein/kein Risiko eingehen

Adjectives

high-risk, risky ➨ risikoreich

low-risk ➨ risikoarm

lucrative ['luːkrətɪv] ➨ lukrativ, ertragreich

profitable ➨ rentabel, gewinnbringend

risk-averse ['rɪsk əˌvɜːs] ➨ risikoscheu

secure ➨ sicher

unprofitable, loss-making ➨ unrentabel, verlustreich

Storage

Stapeln sich bei Ihnen Kartons mit Akten und Dokumenten? Wir haben Tipps, wie Sie mehr Platz schaffen und gleichzeitig Ihren Wortschatz erweitern können.

Von KAREN RICHARDSON

MEDIUM AUDIO ÜBUNGSHEFT

Knowledge check

As a quick warm-up, start with the following exercise.

1. Oh, dear! There's no more ..... available in here.
A. place
B. space
C. waste

2. Please be careful when ..... those heavy boxes!
A. rising
B. raising
C. lifting

3. Let's ..... the chairs in the corner so they're not in the way.
A. stock
B. stack
C. stoke

You'll find the answers on page 47

Word bank

Here, we present essential vocabulary you'll need to talk about storage.

Nouns

box ➔ Kiste
compartment ➔ Fach
container ➔ Container, Behälter
document ➔ Dokument, Unterlage
drawer ➔ Schublade
equipment ➔ Anlage(n), Gerät(e)
height [haɪt] ➔ Höhe
inventory ➔ Lagerbestand
length ➔ Länge
lock ➔ Schloss
shelf (pl. shelves) ➔ Schrank-/Regalfach
space ➔ Raum, Fläche
volume ['vɒljuːm] ➔ (Raum-)Inhalt, Fassungsvermögen
width [wɪdθ] ➔ Weite

Verbs

customize sth. ➔ etw. nach Kundenwünschen anfertigen
lift sth. ➔ etw. heben
maximize sth. ➔ etw. maximieren
minimize sth. ➔ etw. verringern, verkleinern
organize sth. ➔ etw. organisieren
stack sth. ➔ etw. übereinander schichten, aufstapeln
store sth. ➔ etw. lagern, aufbewahren
streamline sth. ➔ etw. optimieren, rationalisieren
utilize sth. ➔ etw. nutzen

Adjectives & adverbs

adjustable ➔ anpassbar, verstellbar
affordable ➔ bezahlbar, erschwinglich
compact ➔ kompakt, massiv
convenient [kən'viːniənt] ➔ praktisch, geeignet
cost-effective ➔ kosteneffektiv, kostengünstig
flexible ➔ flexibel
insulated ➔ gedämmt, isoliert
offsite ➔ offsite
scalable ➔ skalierbar, anpassbar
seasonal ➔ saisonal, saisonabhängig
secure [sɪ'kjʊə] ➔ sicher, abgesichert
tailored ➔ maßgeschneidert, individuell zugeschnitten
video-monitored ➔ videoüberwacht

Phrases / other

24-hour / round-the-clock access ➔ Zugang rund um die Uhr
climate-controlled ➔ klimatisiert
cubic metre ➔ Kubikmeter
drive-up access ➔ Zugang von außen mit dem Auto
filing cabinet ➔ Akten-/Ablageschrank
(rolling) cart ➔ Rollwagen
security feature ['fiːtʃə] ➔ Sicherheitsmerkmal
shelving unit ➔ Regaleinheit
weight capacity ➔ Gewichtskapazität, (max.) Füllgewicht

Foto und Illustration: Shutterstock.com

In context

Jen and Leo are talking about their planned move into a different office space.

Jen: Right, it's time to talk about where we're going to **store** everything during the move.
Leo: Indeed. We can't take everything to the new place right away. What storage options do we have?
Jen: There's a storage facility that's not far away. According to the website, it's **secure**, and the location would be very **convenient**.
Leo: Ah, really? What kind of storage do they offer?
Jen: They have **climate-controlled**, **insulated containers** in various sizes. There's **24-hour access**, and the facility is **video-monitored**.
Leo: That sounds perfect for our **equipment** and **documents**. Are the containers big enough?
Jen: The standard is a 20-foot container. That's about six metres long, 2.5 metres wide and 2.5 metres high. That's a **volume** of 33 **cubic metres**, which should be more than enough **capacity** to meet our needs.
Leo: OK. Can you check their availability? And what about cost?
Jen: Well, it's not really cheap, but I think it's **affordable**, especially for short-term use. It'll really help us **streamline** the move and **utilize** our time better.
Leo: So, what are we waiting for? Let's contact them today.

storage facility
• Lager(möglichkeit), Lagerräume

Grammar check

Exercise 1 E
Complete each sentence with the discourse marker that is used in the dialogue.

1. *So / Indeed / Right / Well*, it's time to talk about where we're going to store everything during the office move.
2. *So / Indeed / Right / Well*, we can't take everything to the new place right away.
3. *So / Indeed / Right / Well*, it's not completely cheap, but I think it's affordable, especially for short-term use.
4. *So / Indeed / Right / Well*, what are we waiting for? Let's book it.

You'll find the answers on page 47

Discourse markers

Discourse markers are words or phrases we use to help organize what we say or write. They connect ideas, show how we feel and guide the listener through a conversation. They don't change the main meaning of the sentence — but they help it sound natural and clear.

The discourse markers in the dialogue are used in the following ways:
Well,... — to soften a point
So,... — to signal a move to action or to a decision
Right,... — to re-engage focus (similar to "so")
Indeed,... — to show agreement and emphasis

Exercise 2 M
Choose the best discourse marker to complete each sentence.

1. We've cleared out the old stock. ..... , we now have room for new items.
A. Well
B. So
C. However
D. Indeed

2. The containers are expensive. ..... , they are made of high-quality steel.
A. Well
B. So
C. However
D. Therefore

3. ..... , time to start packing these boxes!
A. However
B. Therefore
C. So
D. Right

4. Our storage room is full. ..... , we all need to sort out things we don't need any more.
A. Right
B. However
C. Indeed
D. Therefore

You'll find the answers on page 47

Common collocations

Here, we look at some key word partnerships with "storage".

adjective + "storage"
"storage" + noun

cloud storage
► Cloud-Speicher

cold storage
► Kühllager(ung)

storage solution
► Lagerlösung

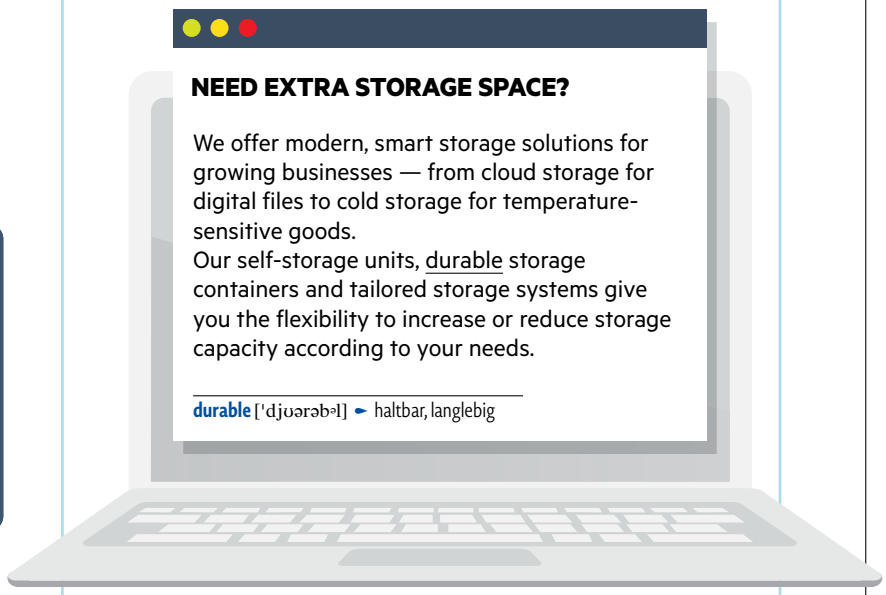
self-storage unit
► Selfstorage-Einheit

storage capacity
► Lagerkapazität

storage container
► Lagercontainer, Lagerbehälter

storage space
► Lagerraum/-fläche

storage system
► Aufbewahrungssystem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We offer modern, smart storage solutions for growing businesses — from cloud storage for digital files to cold storage for temperature-sensitive goods.
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durable ['djʊərəbəl] ► haltbar, langlebig

False friends

Many words in German and English seem similar but have very different meanings.

What is a *Lager* in English?
Lager = **stockroom, warehouse**
- I'll see if we have any other sizes in the stockroom.

It's not "lager"!
lager = *helles Bier*
- "A pint of lager and a packet of crisps, please."

crisps (UK) ► Kartoffelchips

Cartoon

"It's nice, but is there room to swing a cat?"

"It's nice, but is there room to swing a cat?"

If someone says "there isn't room to swing a cat", it means that a place is too small. A widely accepted explanation for this phrase is that English sailors used to be punished by being whipped with a rope with nine ends, called a "cat-o'-nine-tails". On the small sailing ships of the 18th and 19th century, there wasn't enough room to "swing a cat" below deck. Sadly, however, the expression is older than that. Most likely, it did originally refer to the "sport" of swinging a cat.

swing sb./sth.
► jmdn./etw. schwingen, schleudern

whip sb.
► jmdn. auspeitschen

Fotos und Illustrationen: Shutterstock.com; Cartoon: Leo Cullum via cartoonstock.com

Typical mistake

Can you correct the common error(s) in the following sentence?

"We plan to put the great container in the car park and the smaller ones at the side of the building."

.....

.....

.....

.....

.....

.....

You'll find the answers below

Progress check

Replace each German word (in italics) in the sentences below with the correct English word.

1. I need a desk with more ..... (*Schubladen*).
2. I ..... (*aufbewahren*) my camping gear in the garage.
3. Can you remember the combination for the ..... (*Schloss*)?
4. It's on the top ..... (*Schrankfach*).

You'll find the answers below

ANSWERS

Knowledge check:
1–B; **2**–C; **3**–B

Grammar check:
Exercise 1
1. Right
2. Indeed
3. Well
4. So

Exercise 2
1–B
2–C
3–D
4–D

Typical mistake:
"We plan to put the **large / big** container in the car park and the smaller ones at the side of the building." The usual English words for *groß* when talking about size are "large" or "big". In everyday language, "great" means *großartig*.

Progress check:
1. drawers
2. store
3. lock
4. shelf

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TEST

Test your language skills!

Testen Sie nun Ihre sprachlichen Kompetenzen. Die Übungen auf diesen zwei Seiten basieren auf Artikeln dieser Ausgabe.

Von DAGMAR TAYLOR

EASY MEDIUM ADVANCED

1. What does it mean? M

After reading "Food for thought" (pp. 30–31), decide whether the following statements are correct or incorrect.

	Correct	Incorrect
1. **Nutrients** are substances in food that cause disease.	☐	☐
2. A **pastry** is made from dough and baked.	☐	☐
3. A **dietician** is someone who treats physical problems by pressing and moving the bones in a person's spine or joints.	☐	☐
4. **Whole grains** are plant seeds that are eaten as food, such as peas and lentils.	☐	☐
5. A **meal kit** is a box with ingredients and a recipe to cook a meal at home.	☐	☐
6. When someone **thrives on something**, they grow, do well, or feel good because of something.	☐	☐

2. A global outlook E

Match the nouns (1–5) from "A progressive vision for New York" (pp. 12–13) with their definitions (A–E).

1. **household name**
2. **film director**
3. **mayor**
4. **nominee**
5. **victim**

A. a person or thing that's well known by many people

B. a person who controls how a movie is made

C. a person who may be chosen for a prize or position

D. a person who is hurt by someone or something

E. the leader of a town or city

1– ☐ ; **2**– ☐ ; **3**– ☐ ; **4**– ☐ ; **5**– ☐

Fotos: eyetoeyePIX/Stock.com

3. Making money work M

Complete the dialogue based on the English for... section (pp. 42–43) by translating the German words in brackets.

Elsie: Have you ever thought about investing, Jeff?
Jeff: I have, but I'm pretty (1) _____ (*risikoscheu*). I like to (2) _____ (*auf Nummer sicher gehen*) with my money.
Elsie: That's fair. I spoke to a (3) _____ (*Anlageberater(in)*) last week. She suggested a mix of safer options and some with higher potential (4) _____ (*Erträge*).
Jeff: Like what?
Elsie: Well, she mentioned (5) _____ (*Immobilie(n)*) as a long-term investment. It's not always low-risk, but it can be quite (6) _____ (*rentabel, gewinnbringend*).
Jeff: That makes sense — the prices can go up and down, and there are costs for maintenance or if you can't find a tenant.
Elsie: Exactly. But if you do your research, it can be a smart move.

4. Taking back control M

After reading "Is Gen Z going offline?" (pp. 24–27), choose the correct option to complete each statement.

1. Smartphones have never been more advanced, and their use is increasingly intuitive — an _____ of the hand.
A. extension B. extent

2. To regain control, Louis bought an old-school Nokia as his "_____."
A. dumbphone B. numbphone

3. Louis has been trying to cut down on screen time and shrink his digital _____.
A. footprint B. handprint

4. He says that he's always been sad about not being able to control the time he spends on his electronic _____.
A. devices B. implements

5. During the pandemic, teens formed The Luddite Club to meet and connect — free from digital _____.
A. detractions B. distractions

5. 'Tis the season A

Complete the sentences based on "Seasonal sales" (pp. 28–29). Use the words from the list.

harness* | *visible* | *shill* | *spark* | *thrives

1. On social media, every date on the calendar becomes another opportunity to _____ whatever you're promoting.
2. Seasons are shared micro-cultures, making them ideal for brands to _____ for timely promotion.
3. Evergreen offerings should be _____ all year round.
4. Psychologists say anticipating an experience can be as rewarding as the experience itself — and that's where attraction marketing _____.
5. Creating these moments of connection doesn't just _____ joy — it prompts the decision to make a purchase.

ANSWERS

Test your language skills!

1. What does it mean?
1. Incorrect. "Nutrients" are substances in food that help the body grow and stay healthy. (nutrient = *Nährstoff*)
2. Correct (pastry = *Backware, Gebäck*)
3. Incorrect. A "dietician" is a person who gives expert advice on healthy eating. (dietician = *Diätassistent(in)*)
4. Incorrect. "Whole grains" are grains that have all the parts of the seeds — making them healthier. (whole grain = *Vollkorn*)
5. Correct (meal kit = *Kochbox (Paket mit vorbereiteten Zutaten für ein Gericht)*)
6. Correct (thrive on sth. = *hier: mit etw. den meisten Erfolg haben*)

2. A global outlook
1–A (household name: be a ~ = *allgemein bekannt sein*);
2–B (film director = *Filmregisseur(in)*)
3–E (mayor = *Bürgermeister(in)*);
4–C (nominee = *Nominierte(r)*);
5–D (victim = *Opfer*)

3. Making money work
1. risk-averse
2. play it safe
3. financial advisor
4. returns
5. property / real estate
6. profitable

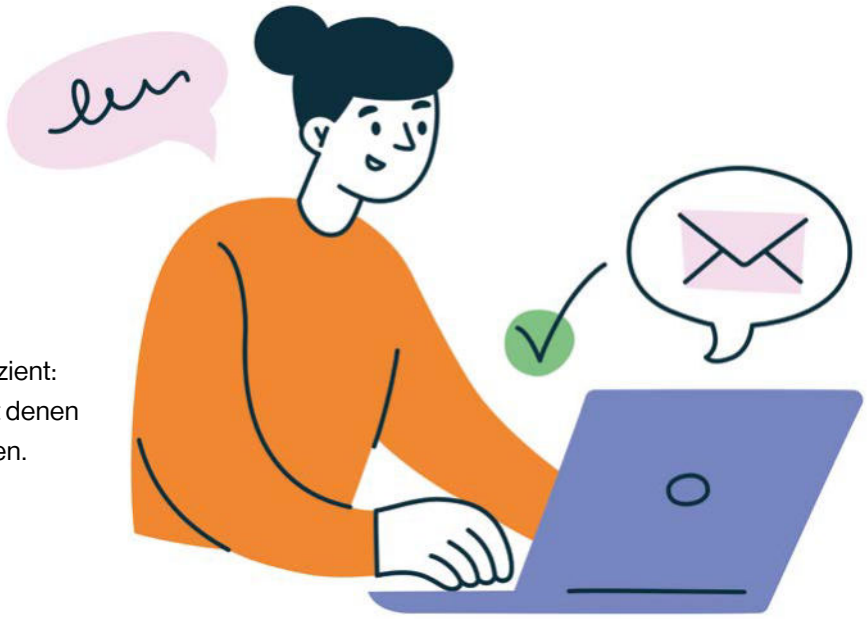
4. Taking back control
1–A (extension = *Erweiterung, Verlängerung*); **2**–A (dumb = *dumm; hier: nicht smart*); **3**–A (digital footprint = *digitaler Fußabdruck*); **4**–A (device = *Gerät*); **5**–B (distraction = *Ablenkung*)

5. 'Tis the season
1. shill = *Ware(n) anpreisen*
2. harness (harness sth. = *etw. nutzen, sich etw. zunutze machen*)
3. visible = *sichtbar*
4. thrives (thrive = *florieren*)
5. spark (spark sth. = *hier: etw. wecken, entfachen*)

Make emails sound more professional

Respektvoll und freundlich, aber trotzdem effizient: Zehn Tipps für das Schreiben von E-Mails, mit denen garantiert keine Missverständnisse aufkommen.

MEDIUM



Whether you're writing to a colleague or to a client, polished phrases sound more professional and can help avoid misunderstandings. Here are ten useful and natural phrases you can use in your work emails.

1. "I hope you're well."
As an opener, this is a polite and warm way to start a message — either to a colleague or, more formally, to someone you don't know so well.

2. "I'm reaching out to you regarding…"
Following a friendly opener, this gets to the point, and sounds more professional than "I'm emailing you about…". Summarize, in one or two sentences, your reasons for writing the email.

3. "In line with our discussion…"
If you want to connect the actions in your email to a previous conversation, this is a direct way to do so — for example: "In line with our discussion on Monday, please find the slides from the sales presentation attached."

4. "I'd appreciate it if you could…"
This is softer than "I need you to…" but it's still direct. When you need someone's help, politeness is key.

5. "Thank you for reaching out."
This is a respectful way to respond to when someone is proactive in contacting you.

6. "I just wanted to check if there were any updates on…"
Whatever you do, don't write "bumping this to the top of your inbox" to send a reminder. It's rude, pushy, and there are better ways to try to get a reply.

7. "Just to clarify:…"
If you're not quite sure what was meant in the previous email, this phrase is a quick way to avoid a potential misunderstanding.

8. "Can I block some time in your calendar to discuss…"
Need to speak to someone face-to-face (or via video call)? This will help you move from emails to a chat.

9. "Please treat the information shared as confidential."
It's only for the eyes of the recipient.

10. "Please don't hesitate to get in touch if you have questions."
This leaves room for a reply and is a nice way to end the content part of your email before you sign off.

polished ['pɒlɪʃt]
➔ poliert; *hier*: ausgefeilt

reach out to sb.
➔ sich bei jmdm. melden, sich an jmdn. wenden

regarding ➔ hinsichtlich, bezüglich, wegen

in line with
➔ in Übereinstimmung mit

previous ['pri:viəs]
➔ vorangegangen, vorherig

slide ➔ *hier*: Folie

appreciate sth. [ə'pri:ʃieɪt]
➔ etw. zu schätzen wissen, begrüßen

bump sth. ➔ etw. stoßen

inbox ➔ Posteingang

pushy ➔ aufdringlich

clarify sth.
➔ etw. abklären

confidential ➔ vertraulich

recipient [ri'sɪpiənt]
➔ Empfänger(in)

hesitate ➔ zögern

get in touch ➔ sich melden

content ['kɒntent]
➔ Inhalt

sign off
➔ sich verabschieden

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Foto: Shutterstock.com

Die nächste Ausgabe von **Business Spotlight** erscheint am 24. Oktober 2025

A different kind of money

Crypto and private currencies are starting to replace the national currencies issued by governments. Walmart, Amazon and other big companies have plans to create their own money. What will this mean for economies and consumers?

How to think like a leader

What separates a leader from a manager? What makes a good leader into a great leader? Can you develop the qualities needed to think like a leader? With tips for success and traps to avoid.

Activism and hope

Catherine Coleman Flowers has dedicated her life to fighting for environmental justice for poor communities. She has advised presidents on climate change and given speeches about it with the Pope. She spoke to us about activism in times of adversity, and why there is always hope.

IMPRESSUM

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